Appendix A

SHDC Housing Landlord Service – Tenant Engagement and Influence Strategy Consultation Outcomes and details of changes.

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Introduction

This document summarises the responses to the consultation on the draft Tenant Engagement and Influence Strategy.

The aim of the consultation was to:

- Give tenants a second opportunity to feedback on the future of tenant engagement and influence for the Housing Landlord Service
- Give tenants and residents an opportunity to shape and make changes to the draft tenant engagement and influence strategy.
- To demonstrate that the Council acts on tenant feedback and welcome tenant scrutiny of a developing strategy.
- To demonstrate how tenants can get involved in a variety of tenant engagement activities that suit them.

Consultation programme

To encourage open and maximum possible contribution, the programme of consultation consisted of print, online and face to face communication. The consultation survey received 132 responses. Prior to the launch of the consultation a period of pre-engagement took place between Officers and the Tenant Influence Working Group. The Tenant Influence Working Group were engaged before as a recommendation from TPAS to ensure they were able to feed into the consultation plans and able to give their feedback and opinions.

The consultation sought to encourage a broad range of responses from across the tenant group. The programme of engagement took place in person, online and via a communications programme. Both online and offline communication channels were adopted to ensure equity to access. All information about the consultation was posted on the Council website. Texts and emails were sent to tenants directly on 12th February 2025.

Consultation documents included the draft Tenant Engagement and Influence Strategy, the summary version of the strategy and a frequently asked questions document.

Consultation roadshow

8 consultation roadshow events were held across the district in a variety of Council estates attended by Officers of the Housing Landlord Service and members of the Tenant Influence Working Group.

The sessions offered the opportunity for tenants to engage with Officers and discuss the consultation and complete the survey.

Officers completed the survey with tenants who wished to participate but did not have the means to complete the survey independently.

Officers were onsite between the hours and dates shown below.

Location	Date	Time
Queens road area, Spalding	17th February	1-3pm
Gleed avenue area, Donington	18th February	10-12pm
Princes street and railway lane area, Sutton Bridge	19th February	10-12pm
Edward road and Hereward road area, Spalding	20th February	1-3pm
Millfield gardens area, Crowland	21st February	10-12pm
Moons green area, Moulton	24th February	10-12pm
Brownlow crescent area, Pinchbeck	27th February	1-3pm
Daniels crescent area, Long Sutton	28th February	10-12pm

Officers were onsite between the hours and dates show below for Meet and Greet events for the Councils Sheltered Housing tenants.

Location	Date	Time
St Marys Gardens, Long Sutton	17th and 24th February	11am
Spring Gardens, Long Sutton	18th and 25th February	9am
Trinity Court, Crowland	18th and 25th February	9am
Nene Court, Spalding	18th and 25th February	11:30am
St Matthews, Sutton Bridge	25th February	11am
Glen Haven, Pinchbeck	19th and 26th February	9am
Park Road, Weston	19th and 26th February	9am
Hargate Close, Fleet	19th and 26th February	11am
Linden Court, Spalding	19th and 26th February	11am
Cecil Pywell, Holbeach	20th and 27th February	9am
Sezanne Walk, Spalding	20th and 27th February	9am
Arthurs Avenue, Holbeach	20th and 27th February	11am

Officers spoke with over 150 tenants across the consultation roadshow about the strategy and left copies of the survey for tenants to complete if they wished to provide feedback.

Meet the Housing Managers

The Assistant Director - Housing, Lead Officer for Complaints, Housing Landlord Services Manager and the Property and Repairs Manager had planned to host two Meet the Housing Manager events.

Location	Date	Time
Face to Face – Curlew Centre Sutton Bridge	19th February	10:30-12:30pm
Online – Zoom	26th February	6:30pm

The purpose of these events were not only to raise awareness about the Tenant Engagement and Influence Strategy but to provide tenants with an opportunity to get to know the people behind the services and learn about the range of services the Council offers and how it can support tenants.

10 tenants and 3 councillors attended the face-to-face event. The event was very well received by tenants with lots of positive feedback and suggestions on how we can engage and communicate better with our tenants such as:

- Use housing officers to find out tenants preferred contact method for future events
- Walkabouts on estates
- Requests to further role these events out in a programmed approach across the district.
- Host evening events due to work.

Tenants also told us what they would like to know more about:

- Tenants' rights
- How the strategy is progressing
- Upcoming events
- Future plans.

Changes made: Estate inspections planned for the summer, promoted on the website and will be publicised to tenants nearer the time. More information included in the strategy regarding tenants' rights to manage. More information in the strategy about how will monitor and track progress of the strategy.

Due to only one tenant registering for the online session the service considered alternative options and arranged for the Assistant Director – Housing to meet with the tenant at their home.

Member Consultation

Two informal Member briefings have been held throughout the re-engineering tenant engagement project to provide Members with the opportunity to provide feedback on the strategy.

Policy Development Panel considered the strategy on 11th February 2025. The Panel queried why the face to face Meet the Manager session was being hosted in Sutton Bridge, it was explained that this was because of an Equality Impact Assessment which identified Sutton Bridge as a suitable location for the first event. The Panel would like to see worked up examples of the involvement opportunities which have now been included in the strategy. The Panel supported the recommendations for the strategy to be recommended to Cabinet for adoption and added a recommendation that progress on the strategy be reported back to Panel one year from adoption.

Further tenant review and feedback

Based on the feedback received during the consultation, we made several changes to the strategy as outlined below. We then consulted a group of involved tenant volunteers again, who agreed to review the revised documents. Their feedback was positive, indicating support for the changes and the simplification of the document. They also found the summary version much easier to understand and endorsed its promotion to tenants.

Survey

The survey was a questionnaire which was developed with the Tenant Influence Working Group and made available in hard copy or via the Council website via MS forms. The questionnaire was available on request in alternative format and large print. The survey encouraged responses via closed questions relating to agree or disagree and open questions were also asked. Comment boxes were available to allow respondents to offer open comments about the strategy.

All open-ended questions in the consultation survey were coded into themes to allow responses to be quantified. This involved reading every response to these questions and creation of a code framework.

Completed hard copies were returned to the Council Offices at Priory Road, Spalding using free post return envelopes and received at the roadshow events.

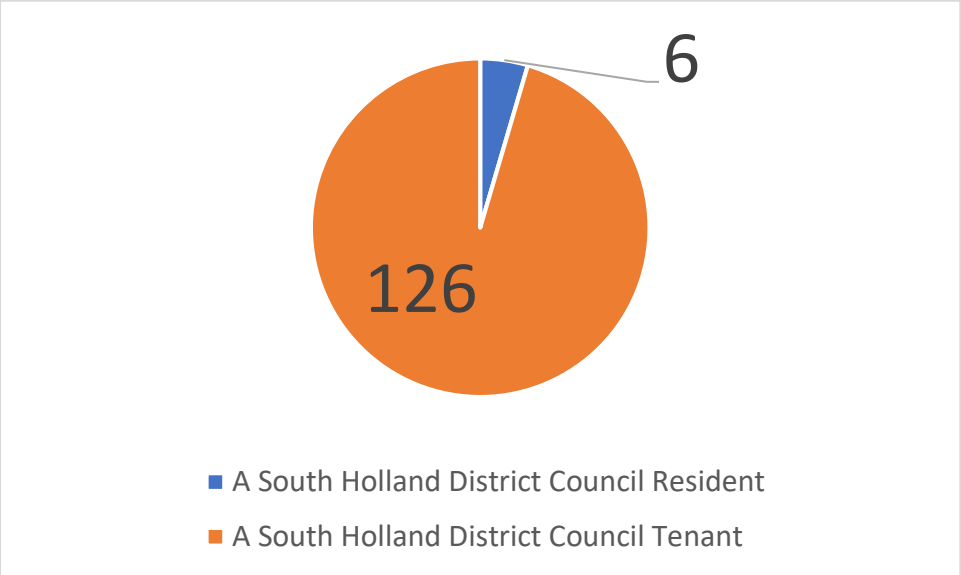
Key Findings

85% agreed with the proposed commitments set out in the strategy.
83% agreed with the priorities set out in the strategy. However, 20% found it somewhat difficult or extremely difficult to understand the strategy.
61% said it was clear how we will improve, how we listen to and work with our tenants whereas 39% said it wasn't clear how we will listen to and work with our tenants.

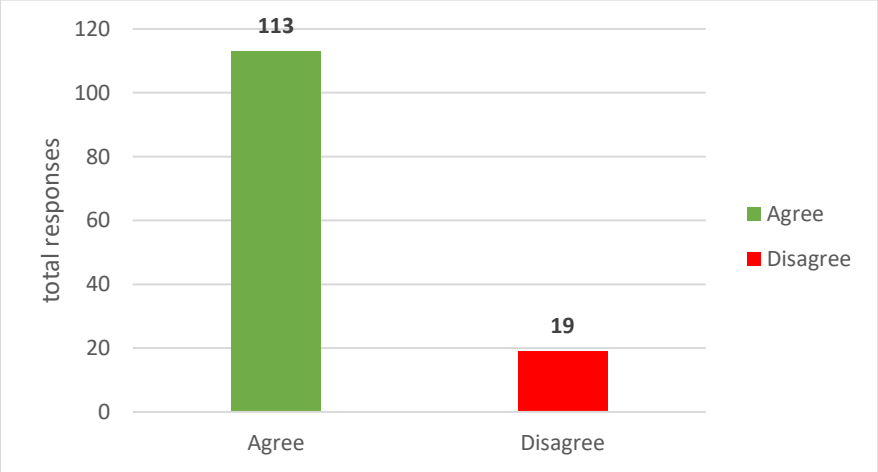
Survey response analysis.

The analysis is reported in the order of the questionnaire. The questionnaire received 132 responses. 3 further responses were received after the end of the consultation and have not been included in the below analysis.

Q1. Are you responding as

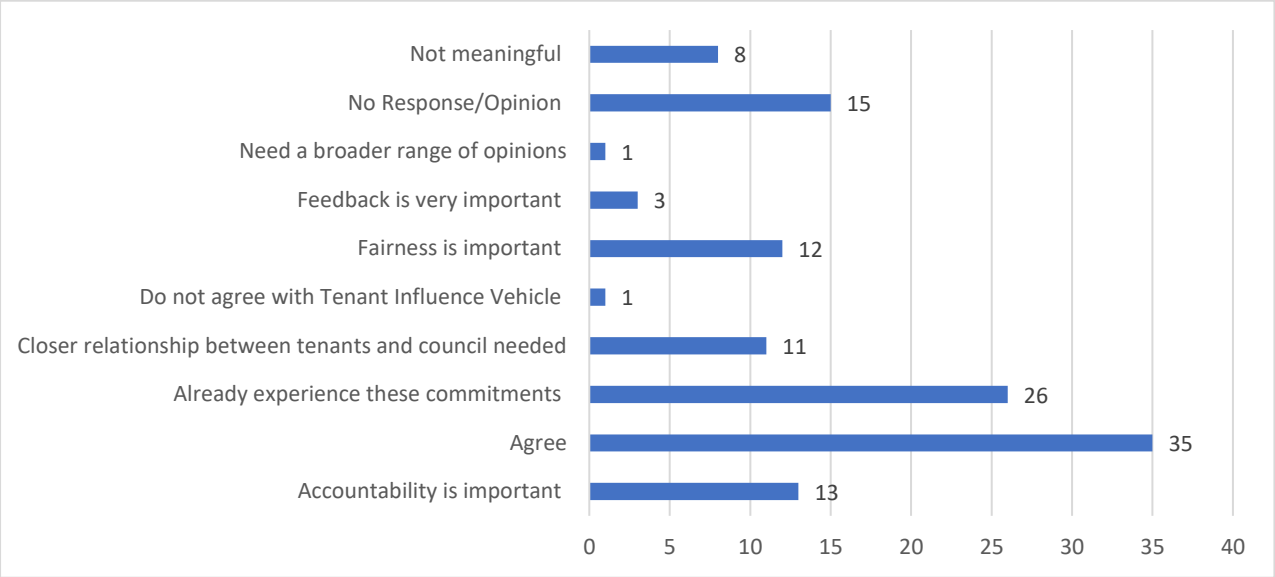


Q2. Do you agree or disagree with the proposed commitments set out in the draft strategy?



You said: 85% agree and 15% disagree with the proposed commitments set out in the strategy.

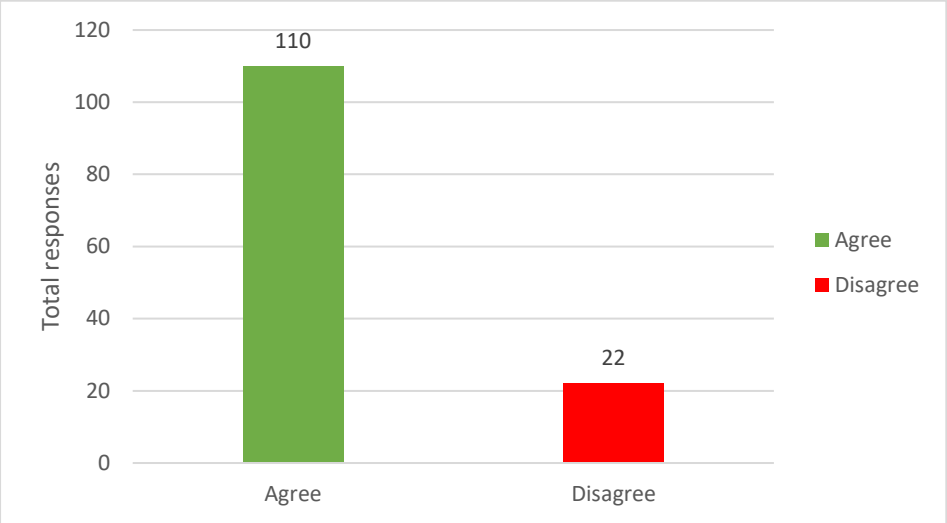
Q3. Why do you say that? (additional comment box)



Comments included: The document isn't meaningful, there needs to be a better relationship between the tenants and the Council. Accountability, fairness and feedback is important to tenants.

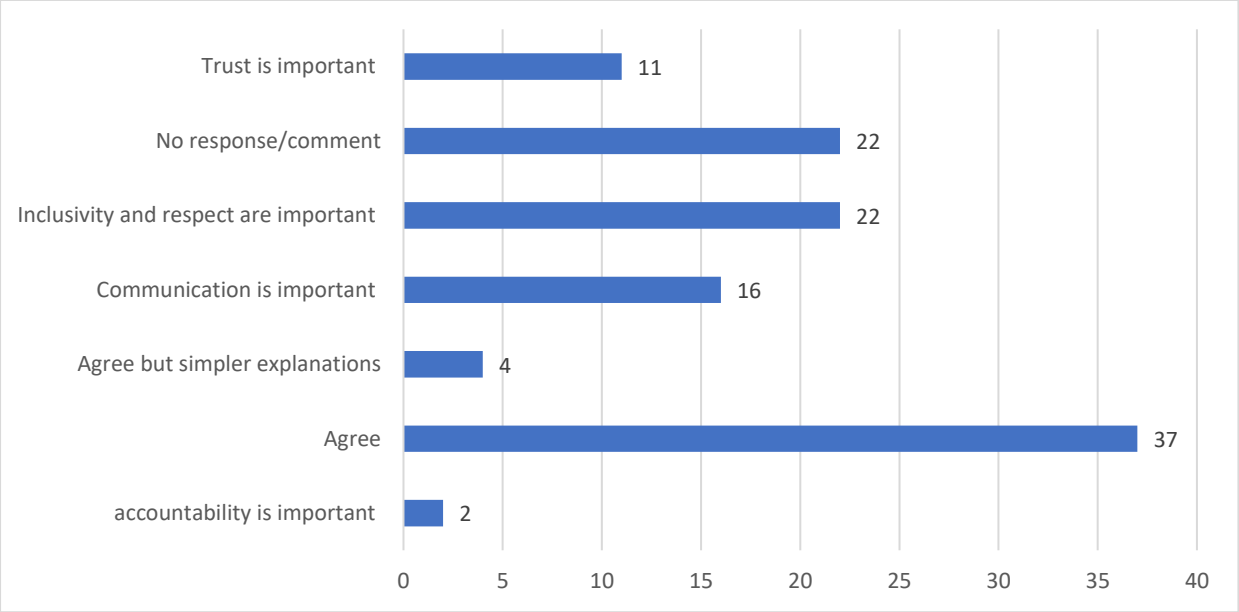
Changes made: Ensure the strategy is clearly articulated with clearer commitments to make the document more meaningful and easier to understand. Strengthen accountability by making it more clear how we will monitor progress of the strategy and where this will be reported to tenants.

Q4. Do you agree or disagree with the priorities set out in the draft strategy?



You said: 83% agree and 17% disagree with the priorities set out in the strategy.

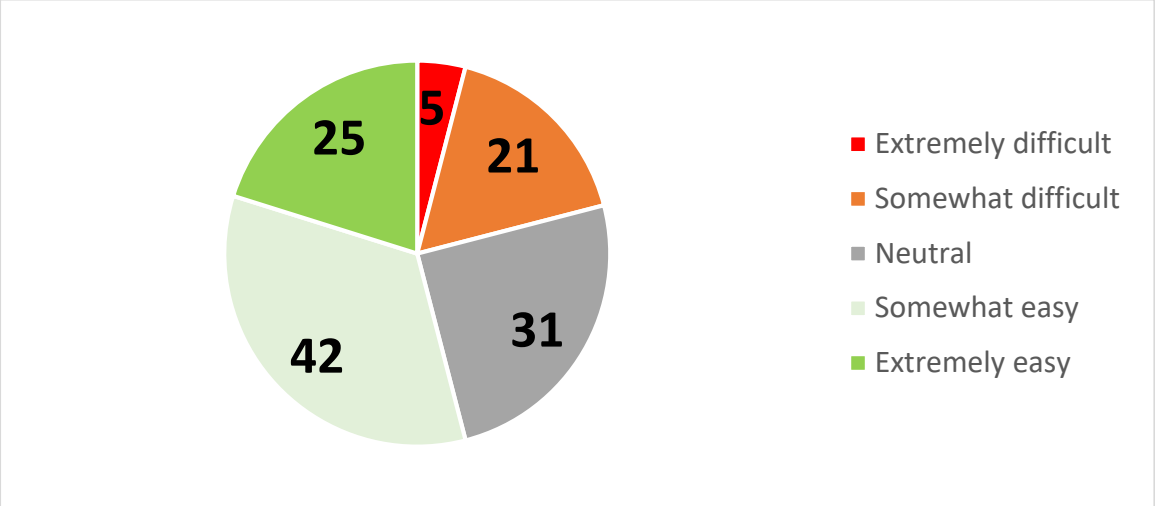
Q5. Why do you say that? (additional comment box)



Comments included: Inclusivity and respect are important. It is important that the Council feeds back to tenants what is happening with the service and what will impact tenants.

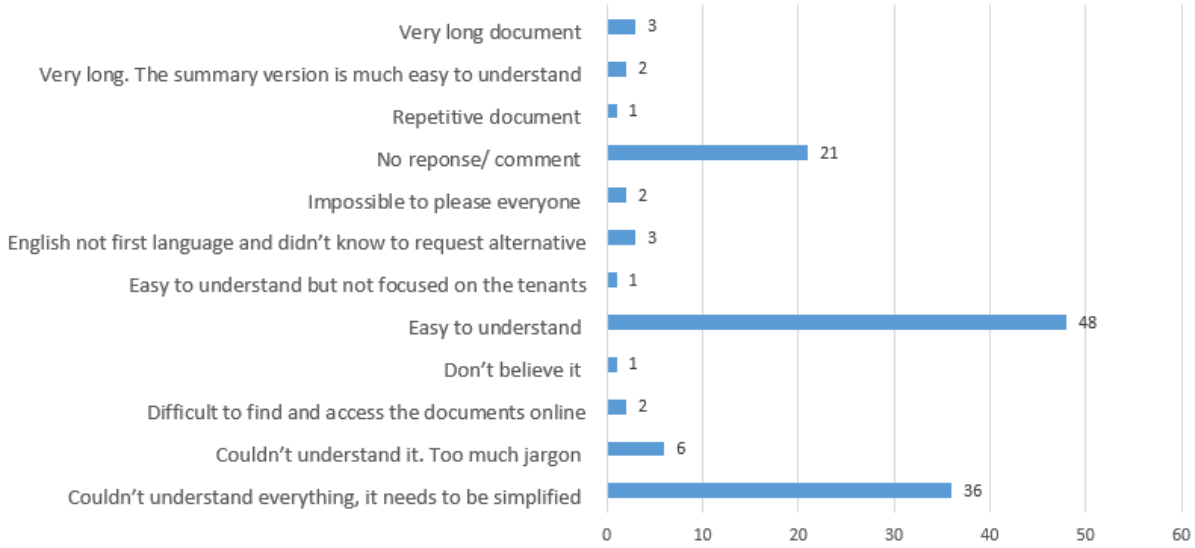
Changes made: The strategy outlines feedback as a key commitment however we will make it more clear how we will feedback to tenants how their input has shaped decisions.

Q6. How easy was it to understand the information in the Tenant Engagement and Influence Strategy?



You said: 45% found it somewhat easy or extremely easy to understand and 20% found it somewhat difficult or extremely difficult to understand.

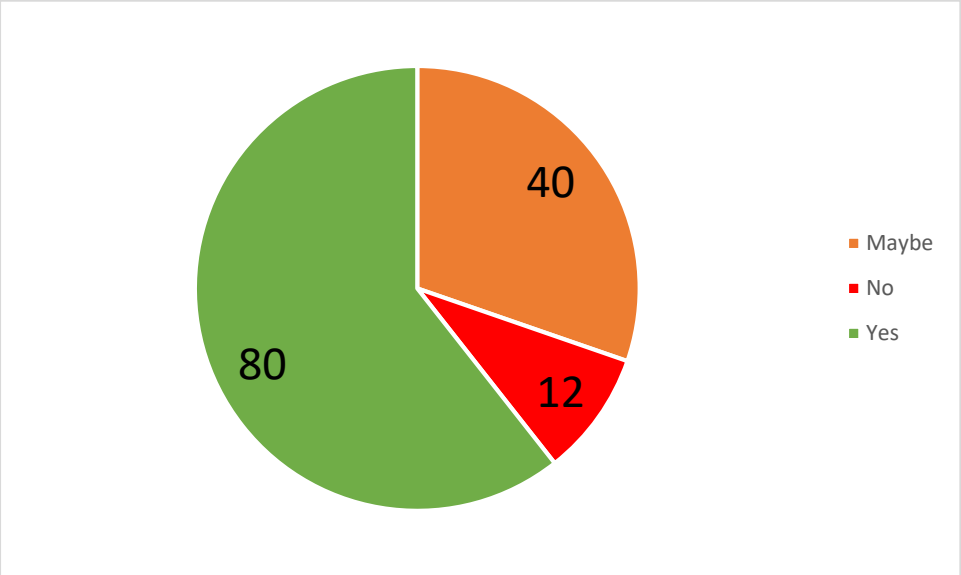
Q7. Why do you say that? (additional comments box)



Comments included: The document was very long and repetitive. It was difficult to understand and needs to be simplified with explanations and examples provided. Where English was not a first language, these individuals found it difficult to understand.

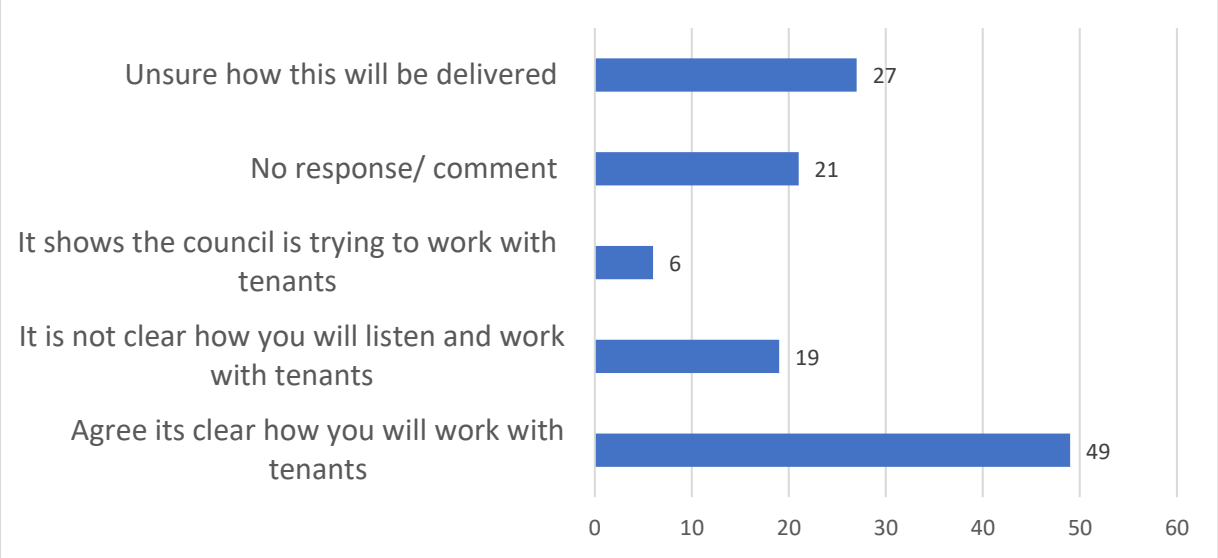
Changes made: Simplified the language throughout the strategy and removed unnecessary image, sections, jargon and abbreviations. Added examples of what tenant engagement activities might look like for tenants. Moved the accessibility for all information to the front page.

Q8. After reading the strategy, is it clear how South Holland District Council plans to improve how we listen to and work with our tenants?



You said: 61% said it was clear how we will improve how we listen to and work with our tenants whereas 39% said it wasn't clear how we will listen to and work with our tenants.

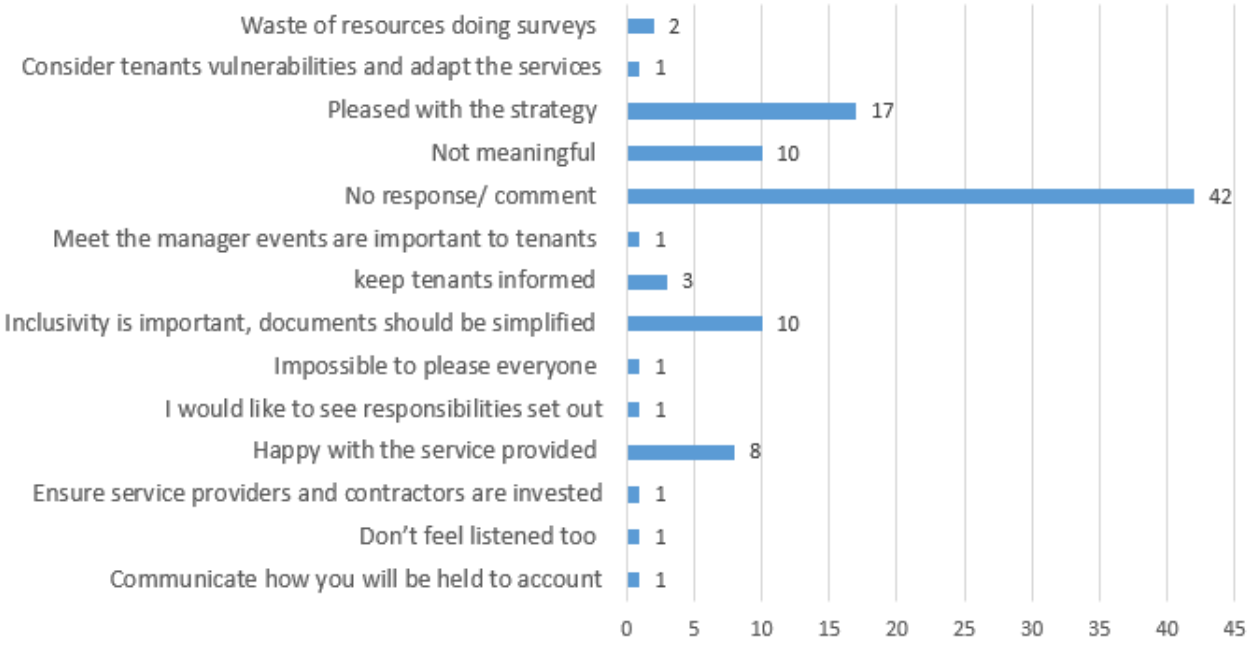
Q9. Why do you say that?



Comments included: Tenants were unsure how the strategy would be delivered as they didn't have trust in the Council. The language was not easy to understand for all on how the Council will listen and work with tenants.

Changes made: Included real life examples of what the involvement opportunities might look like to make it clear how this could be delivered and how the Council will work with tenants. The strategy sets out our approach to Tenant Engagement and Influence the next step will be to create a detailed action plan that will implement the strategy.

Q10. Please share any other comments you have on the draft Tenant Engagement and Influence Strategy?



Q11. What is your age group? (we are asking for your age to ensure we gather a representative view from all demographics)

Age range	Total	% of respondents
18-24	1	1%
25-34	8	6%
35-44	10	7%
45-54	19	14%
55-64	36	27%
65-74	33	25%
75+	21	16%
prefer not to say	2	2%
No answer	2	2%

Q12. What is your ethnic group?

Ethnicity	Total	% of respondents
Any other White background	5	3%
Asian or Asian British	1	1%
Black/ African / Caribbean/ Black British	2	2%
Other ethnic group	1	1%
prefer not to say	4	3%
White (English, Welsh, Scottish, Northern Irish or British)	116	87%
White Irish	1	1%
white Other	1	1%

No answer	**1**	**1%**

Summary of changes made to the strategy.

- **Background**: Simplified the bullet points to remove jargon. Removed the TPAS pyramid as it wasn't clear what this meant even with an accompanying explanation.
- **Definitions:** Added the following new definitions:
    - **Lived experiences.**
    - **Scrutiny**
    - **Officer**
    - **Portfolio Holder**
    - **Housing Landlord Service**
    - **Co regulation**
- **Purpose**: Removed the purpose of two complementary approaches as the boxes were difficult to grasp. Added a purpose sentence to the objective.
- **Engagement Approach**: Removed this section and added it to the report, linking it to the customer experience strategy and partnership engagement pledge.
- **Reengineering Engagement Approach**: Moved this section up to the objective section.
- **Our Commitments**: Changed the colour box from red to yellow based on Member feedback. Changed from "Ensuring that trust and respect towards our tenants is embedded within all areas of the landlord service" to "Ensuring that trust and respect towards our tenants is a part of all aspects of the landlord service."
- **Resources**: We have updated the language from "Lead Officer appointed" to "Main point of contact" to ensure the document remains inclusive and tenant-led. This change highlights that tenants will truly be at the forefront, guiding and leading the process, with our role being supportive and facilitative.
- **Tenant Influencing Vehicle**: Added a note that this could be a panel or board, and we will work with tenants to shape this.
- **Success Looks Like**: Changed the colour box from red to yellow based on member feedback.
- **Priority Wording**: Simplified the wording from "Establishing and embedding a tenant scrutiny mechanism within the HRA Governance arrangements, ensuring it has an impact on service delivery" to "Create a way for tenants to review and give feedback on the service and make sure their feedback is used to improve how services are delivered."
- **Tenant Involvement**: Simplified the language on how we will support tenants to get involved.

- **Monitoring the impact**: Simplified the language. Removed the “Annual Impact Assessment” and changed to “Details of our engagement activities and the difference they have made”. Included more around accountability and reporting to tenants the outcomes of engagement activities.
- **Involvement Opportunities**: Added examples of what these new opportunities might look like for tenants.
- **Simplified contents page and paragraph headings**: Removed unnecessary headings and made the contents page easier to navigate.
- **Accessible Statement**: Moved this to the front page as tenants said they struggled with English not being their first language but did not request this in an alternative language.
- **Right to Manage**: Included more information around this topic.
- **Communication**: Working with the Communications team to produce a video version of the strategy as some tenants told us they weren’t good with paperwork. Learning for future consultations to ensure its easier to find on the website.

Full details of changes made

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<tr><th>First version of strategy</th><th>After consultation and feedback</th></tr>
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Introduction

The Council became members of TPAS (Tenant Participation Advisory Services) in July 2024 and embarked on a new reengineering tenant engagement project, commissioning TPAS to work with tenants and staff to develop a way of making sure tenants' experiences influence service design and delivery within landlord services. The TPAS methodology followed these key actions:

- Target a cross section of SHDC tenants and invite them to take part in a survey and focus groups.
- Introduce the lived experience concept and draw out the importance of noticing the silent voices of tenants.
- Deliver a series of recommendations or improvement using Appreciative Inquiry methodology.

TPAS then produced an executive summary report on the Tenant Engagement and Influence Project with proposed recommendations which have shaped this strategy.

The Tenant Engagement and Influence strategy will underpin and support the Council in delivering the requirements of the Social Housing Regulation Act 2023 and meeting the outcomes of the Regulator of Social Housing's Consumer Standards, specifically the Transparency, Influence and Accountability Standard.

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Introduction

During 2024, TPAS (Tenant Participation Advisory Services) worked with tenants and staff to ensure tenant experiences influence service design and delivery. They conducted surveys and focus groups, introduced the lived experience concept, and provided recommendations.

These recommendations shaped the Tenant Engagement and Influence Strategy, which supports the requirements of the Social Housing Regulation Act 2023 and the Regulator of Social Housing's Consumer Standards.

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Definitions

TPAS	An organisation that supports and promotes tenant engagement and participation in housing and community services.
Engagement	To participate or be involved in something.
Influence	To affect or change something.
Regulator of Social	Sets consumer standards for Registered Providers. The Council is subject to a programmed

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Definitions

TPAS	An organisation that supports and promotes tenant engagement and participation in housing and community services.
Engage/engagement	To participate or be involved in something.
Influence	To affect or change something.

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Housing	regulatory inspection at least every four years.
Housing Revenue Account	A Housing Revenue Account (HRA) is a financial account used by local authorities in the UK to record income and expenditure related to their housing stock
South and East Lincolnshire Councils Partnership	A partnership involving Boston Borough Council, East Lindsey District Council, and South Holland District Council. The largest council partnership in the UK serving over 300,000 residents.
Equality Impact Assessments	An Equality Impact Assessment (EIA) is a process used to evaluate the potential effects of a policy, project, or decision on different groups of people, particularly those who are protected under equality legislation.

Lived experience	Things that someone has experienced themselves.
Regulator of Social Housing	Sets consumer standards for Registered Providers. The Council is subject to a programmed regulatory inspection at least every four years.
Housing Revenue Account	A Housing Revenue Account (HRA) is a financial account used by local authorities in the UK to record income and expenditure related to their housing stock
South and East Lincolnshire Councils Partnership	A partnership involving Boston Borough Council, East Lindsey District Council, and South Holland District Council. The largest council partnership in the UK serving over 300,000 residents.
Equality Impact Assessments	A process used to evaluate the potential effects of a policy, project, or decision on different groups of people, particularly those who are protected under equality legislation.
Officer	A council 'officer' is an individual employed by a local government council to carry out various administrative and operational tasks.
Co regulation	This typically involves tenants and council officers engaging in joint decision-making processes, sharing information, and cooperating.
Housing Landlord Service	A council housing landlord service refers to the services provided by local government councils to manage and maintain council housing properties.
Portfolio Holder	A local government portfolio holder is a councillor appointed by the leader of the

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<tr><td></td><td>council to oversee specific areas of responsibility within the council's operations. These areas, known as portfolios, can include services such as housing.</td></tr>
<tr><td>Scrutiny</td><td>Examining or reviewing something closely and critically. To find strengths and weaknesses to provide feedback.</td></tr>
<tr><td>Housing Landlord Board</td><td>The Housing Landlord Board ensures collective awareness and visibility relating to regulatory assurance, financial resilience, risk management, performance and compliance on all matters relating to being an effective and compliant landlord.</td></tr>
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<td>Background
Engagement with tenants is an explicit required outcome of the Transparency, Accountability, and Influence Standard. The Consumer Standards Code of Practice summarises key principles as:
Genuine consideration of tenants’ views should be at the heart of registered providers’ different levels of decision-making.
Tenants’ views can be gathered in different ways. Boards and councillors of registered providers should assure themselves that tenants’ views have been actively sought and considered as part of decision-making about their organisation’s landlord services.
Communicate to tenants how their views have been taken into account in decision making about how landlord services are delivered. Consideration of how to improve and tailor landlord service delivery should be an ongoing activity taking place at all levels of the organisation and across all areas of service delivery.</td>
<td>Background
Engaging with tenants is a key requirement:
Tenants' views should be key to decision-making at all levels.
There are various ways to gather tenants' views. Boards and Councillors must ensure these views are actively sought and considered in decisions about landlord services.
Communicate to tenants how their views have influenced decisions about landlord services. Improving and tailoring these services should be an ongoing effort across the organisation.
All tenants should have a fair chance to be involved in influencing and scrutinising strategies, policies, and services, considering their diverse needs.
Support tenants who want to lead activities to influence and scrutinise their landlord’s strategies, policies, and services.</td>
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• Ensure that all tenants have an equitable opportunity to be involved in influencing and scrutinising strategies, policies, and services, taking into account the diverse needs of tenants. • Take reasonable steps to assist tenants wishing to implement tenant-led activities to influence and scrutinise their landlord's strategies, policies, and services. The TPAS model of engagement reflects the fact that not everyone wants to, can, or has the need to get involved in the same way. Our model for the strategy will recognise these differences.  	
Purpose The purpose of this strategy is to set out our plans for increasing involvement and to ensure our service meets the needs of our tenants. The strategy will encourage tenants to be actively involved in shaping, improving, and scrutinising the housing service. SHDC Housing Landlord Services will listen to, hear, understand, and act on tenants' experiences. This will be achieved by focusing on delivering two complimentary approaches:	**Purpose** Removed two complimentary approaches and incorporated the purpose into the objective section.

Noticing tenant's experiences - using data, curiosity, and experience, SHDC will start to hear the silent voice and will gain insight from the wider tenant base. **Working with tenants to proactively influence the service across a variety of opportunities.**	
Objective The objectives of this strategy are as follows: • Tenants have the opportunity and support to be involved in a way that suits them. • Tenants are at the heart of the service and their voices are heard, valued, and responded to • Managers and staff respect and work in partnership with tenants. • Tenants have increased access to Senior Leadership Team (SLT) and Members, ensuring transparent communication and fostering a collaborative environment where tenant feedback directly influences decision-making processes. • There is an effective mechanism for co-regulation and tenant scrutiny, offering Senior Officers and Members assurance that we are delivering the right services, in the right way, and where tenants raise concerns, that these are recognised and responded to.	**Objective** The strategy will encourage tenants to be actively involved in shaping, improving, and scrutinising the housing service. SHDC Housing Landlord Services will listen to, hear, understand, and act on tenants' experiences. The objectives of this strategy are as follows: • Tenants have the opportunity and support to be involved in a way that suits them. • Tenants are at the heart of the service and their voices are heard and valued. • Managers and staff respect and work in partnership with tenants. • Tenants have increased access to Senior Officers and Councillors, ensuring transparent communication and a collaborative approach where tenant feedback influences decisions. • There is an effective mechanism for reviewing services assuring Senior Officers and Councillors that services are delivered correctly and tenant concerns are addressed.
Our tenants Our Tenant Engagement and Influence Strategy is built around what we know about our tenants. We aim to engage about things that	**Our tenants** We aim to engage about things that matter most to you tenants in a way that is as inclusive as possible. We will seek

matter most to tenants in a way that is as inclusive as possible. We will seek to ensure we have representative views when considering service wide issues, and local area views when engaging at a local level.

We deliver services to a diverse range of people and so it's important that we understand more about them so that:

- When we develop or review services, policies, and procedures we can be sure that our services are inclusive.
- When we plan engagement activities, we can develop methods that are of interest to relevant groups.
- When we test services, we do so from a wide range of perspectives.
- When we ask for views and ideas, we do so from a wide range of perspectives.

What do we know?

We carried out a tenant census in 2023 with a 70% return rate. From that we know that:

Gender.

We have more female tenants than male.

64% Female	**36% Male**

Age.

We do not have many very young tenants (under 25).

16-24	1%
25-23	9%
35-44	11.5%
45-54	13.5%
55-64	**18.7%**
65-74	**20.6%**
75-84	**17.5%**
85+	8.3%

to ensure we have representative views and local area views when engaging.

We deliver services to a diverse range of people and so it's important that we understand more about them so that:

- When we develop or review services, policies, and procedures we can be sure that our services are inclusive.
- When we plan engagement activities, we can develop methods that are of interest to relevant groups and easily accessible to take part.
- When we test services, we do so from a wide range of perspectives. An example of this could be organising a reading group on a new policy to gather feedback. The reading group aims to include a wide range of perspectives to ensure the policy is fair, effective, and meets the needs of the community.
- When we ask for views and ideas, we do so from a wide range of perspectives.

What do we know?

We carried out a tenant census in 2023 with a 70% return rate. From that we know that:

- 64% of all tenants are female.
- The average age of all tenants is 63 (less than 1% aged under 25)
- 51% of tenants having a limiting disability
- 92% of tenants are white British with 4% of tenants from eastern European countries (2.5% Polish nationals, 1.4% Lithuanian nationals, 1% Portuguese nationals and 0.9% Latvian nationals)

How we try to get a representative view

- We use social media and electronic communications to

Ethnic Background.
Many of our tenants are white British.

White British	92%
White other (includes Gypsy, Roma, other white backgrounds)	6%
Mixed (includes white and black Caribbean, white and black African, white and Asian, any other mixed)	1
Black/Black African/ Black British/ Black other	0.4
Asian/ Asian British	0.5
Other	0.03

Disability
51% of all tenants have a limiting disability.

32%	Of tenants have a disability which limits day to day activities **a lot**
19%	Of tenants have a disability which limits their day to day activities **a little**
41%	No disability
8%	Other

How we try to get a representative view.

- We make use of social media and electronic communications to widen the reach of our consultations or engagement activities. This can support tenants to access the adjustments they may already have available on their devices such as translation or screen adjustments.
- We consult locally on neighbourhood matters; we do this through direct contact with tenants in those areas.
- We complete Equality Impact Assessments to enhance inclusivity by identifying the underrepresented groups.

reach more tenants and support those who need adjustments like translation or screen changes.

- We ask tenants views and opinions on local neighbourhood issues.
- We conduct Equality Impact Assessments to identify and ensure underrepresented groups are included.
- We use various methods to engage different groups and capture diverse views.
- We visit local areas to hear tenants' voices and address their specific needs.

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- We use a variety of engagement methods to reach different groups. Different methods can help capture the views of those who might not ordinarily participate.

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Commitments

Commitment 1 We commit to ensuring that **trust and respect** towards our tenants is embedded within all areas of the landlord service.	**Commitment 2** We commit to a **consistent** approach of **feeding back** the results from tenant i**nfluence** to tenants and officers
Commitment 3 We commit to delivering the priorities in this strategy to demonstrate how tenant's experiences will be **noticed** and how their **influence improves** the landlord service	**Commitment 4** We commit to creating a **Tenant Influencing Vehicle** with links into the Council's governance arrangements

</td><td>

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Commitment 3 We commit to delivering the priorities in this strategy to demonstrate how tenant's experiences will be **noticed** and how their **influence improves** the landlord service	**Commitment 4** We commit to creating a **Tenant Influencing Vehicle*** with links into the Council's governance arrangements

*A Tenant Influencing Vehicle could be a Panel or Board. We will work with tenants to shape this.

</td></tr>
<tr><td>

Resources for tenant engagement
Engagement is a cross cutting responsibility throughout the Housing

</td><td>

Resources for tenant engagement
Engagement is a shared responsibility across the Housing

</td></tr>
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<table>
<tr>
<td>Landlord Service.
All managers understand the importance of listening to tenants and are encouraged to work with officers to develop effective ways to engage tenants in giving feedback about the service delivered by their teams.
We will appoint a Lead Officer for tenant engagement who offers expertise and support to other teams to create capacity and opportunity for enhanced tenant engagement and influence as part of their day-to-day roles.
We have specific budgets set aside to fund tenant engagement, ring-fenced within the Housing Revenue Account.</td>
<td>Landlord Service.
All managers understand the importance of listening to tenants and are encouraged to work with Officers to develop effective ways to engage tenants in giving feedback about the service delivered by their teams. Managers will develop effective ways to encourage as much feedback as possible from tenants about the service you receive.
We will appoint a main point of contact for tenant engagement to support teams and enhance tenant involvement in daily activities. We have allocated specific budgets to fund tenant engagement.</td>
</tr>
<tr>
<td>The ways we engage tenants.
Tenant engagement is a broad term that defines lots of different ways that tenants can get involved and make a difference on behalf of other tenants and residents.
We recognise that not everyone wants to be involved in the same way. Our model offers a variety of ways for tenants to get involved and have their say.
Many involvement options only ask for a small amount of time, as and when suits. Others ask for larger and more regular time commitments. Whichever option is chosen, tenants will be playing a very important part in helping us improve the Housing Service.
We have established the following offering based on the TPAS model of engagement:
<table>
<tr><td>Informing
We give tenants information about policies, events, and services that may affect them</td><td>We do this by:
Publishing information on our website
Sending out texts and emails</td></tr>
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<td>The ways we engage tenants.
Tenant engagement includes various ways for tenants to participate and make a difference. We offer multiple options to suit different preferences and time commitments, ensuring all tenants can contribute to improving the Housing Service.
We will establish the following offering:
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We give tenants information about policies, events, and services that may affect them</td><td>We do this by:
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Holding meetings in tenant’s local areas.</td></tr>
<tr><td>Consulting
We seek the views</td><td>We do this by:
Seeking views of the Tenant</td></tr>
</table>
</td>
</tr>
</table>

	• Using our social media platforms • Inviting tenants to have their say • Sharing and publishing our performance reports • Holding meetings in tenant's local areas.
Consulting We seek the views of tenants in relation to services we deliver.	**We do this by:** • Seeking views of the Tenant Forum in the first instance. • Involving tenants in areas that mean something to them. • Sending out surveys on lived experiences. • Using our social media platforms. • Holding meetings in tenant's local areas.
Involving We give tenants the opportunity to influence the decision-making process, through our menu of involvement both at a local and strategic level.	**We do this by:** • Involving our Tenant Forum • Using our Tenant Forum representatives • Hosting estate walkabouts • Facilitating mystery shopping • Hosting local meetings

of tenants in relation to services we deliver.	Forum in the first instance. • Involving tenants in matters important to them. • Sending out surveys. • Using our social media platforms. • Holding meetings in tenant's local areas.
Involving We give tenants the opportunity to influence the decision-making process, through our menu of involvement both at a local and strategic level.	**We do this by:** • Involving our Tenant Forum • Using our Tenant Forum representatives • Hosting estate walkabouts • Facilitating mystery shopping • Hosting local meetings • Focus groups on specific services • One off surveys • Committee meetings • Ongoing one to one interactions with tenants
Supporting We provide a range of support to our tenants to enable them to become actively involved in shaping services	**We do this by:** • Offering training to ensure tenants have the skills and knowledge they need to get involved. • Paying reasonable out of pocket expenses.
Working together	**We do this by:**

	• Bespoke focus groups on specific services • One off consultations • Committee meetings
Supporting We provide a range of support to our tenants to enable them to become actively involved in shaping services	**We do this by:** • Offering training to ensure our tenants have the skills and knowledge they need to get involved.
Working together We work with tenants to support them operating tenant led activities to scrutinise the service.	**We do this by:** • Providing the opportunity for tenants to influence through insight and scrutiny activities. • Bespoke scrutiny groups for example proactively involving tenants in financial scrutiny groups, ensuring transparency and accountability in how their rent is spent.
Empowering We give tenants the skills and tools they need to actively make a difference.	**We do this by:** • Promoting the Right to Manage • Providing strategic opportunities for tenants through the Council's governance structure. • Ensuring tenants have the

We work with tenants to support them operating tenant led activities to scrutinise the service.	• Offering tenants the chance to influence decisions through feedback and scrutiny activities. • Bespoke scrutiny groups for example involving tenants to review how we collect and spend rent.
Empowering We give tenants the skills and tools they need to actively make a difference.	**We do this by:** • Promoting the Right to Manage which means tenants taking control of managing their housing services. • Ensuring tenants have the skills and knowledge they need to effectively challenge us.
Feeding back We provide feedback to tenants to help them understand how their input has shaped decisions regarding our landlord services.	**We do this by:** • Sharing regular updates in newsletters. • Publishing reports showing the improvements tenants have made. • Promote examples and case studies. • Letting all tenants understand how their input helped. • Publishing infographics and posters. 'you said we did'.

	skills and knowledge they need to effectively challenge us.	
Feeding back We provide feedback to tenants to help them understand how their input has shaped decisions regarding our landlord services.	**We do this by:** • Sharing regular updates in newsletters, community updates and emails. • Publishing reports showing the impact tenants have had. • Create and showcase case studies. • Send follow up communication to those who provide feedback to highlight the difference it has made. • Publishing infographics and posters. 'you said we did'.	
Involvement opportunities Involvement will offer flexibility, inclusivity and a range of engagement opportunities that cater for the diverse needs of our tenants. Some engagement opportunities require less time commitment than others of tenants. **Tenant Forum** The Tenants' Forum will give tenants the opportunity to give feedback and discuss issues that affect housing before any decisions are made. Membership will be open to all tenants. A code of conduct and terms of reference will be adopted, ensuring all members understand and agree how it should function. **Mystery Shopping**		**Involvement opportunities** Involvement will be flexible and inclusive, offering various ways for tenants to engage based on their needs. Some opportunities will require less time than others. **Tenant Forum** The Tenants' Forum will give tenants the opportunity to give feedback and discuss housing issues before decisions are made. All tenants can join. A code of conduct (set of rules) will be agreed, ensuring everyone understands how it works. **Tenants' views will and do make a difference**. If you want to be part of the Tenant Forum database, you can register by phoning 01775761161 and asking to speak with the Housing

Evaluating the service quality through hidden testing.

Estate Inspections

Regular inspections by tenants and Housing Officers to assess the condition of the estates and communal areas.

Sheltered Housing Focus Groups

An opportunity to allow Sheltered Housing tenants and housing landlord services to work in partnership, to discuss services received and identify areas for improvement.

Communal area inspections

Volunteering to monitor the standard of service, according to our contract specifications.

Consultations and surveys

Responding to consultations, transactional surveys and tenant satisfaction surveys. This allows tenants the option to participate as and when suits.

Tenant Influence Panel (The Panel)

As a registered provider the Council will take steps to assist tenants to scrutinise the landlord service. The Panel will demonstrate commitment to formalising tenant scrutiny arrangements as it will provide a united voice for tenants to discuss a range of issues and get involved in the decision-making process to improve housing services for all. Appointment to the Panel will be based on skills and expertise, open to all tenants to apply.

The main purpose of the Panel is to;

Regularly review risks associated with the Housing Landlord service.

To actively scrutinise finances ensuring transparency and accountability in how their rent is spent.

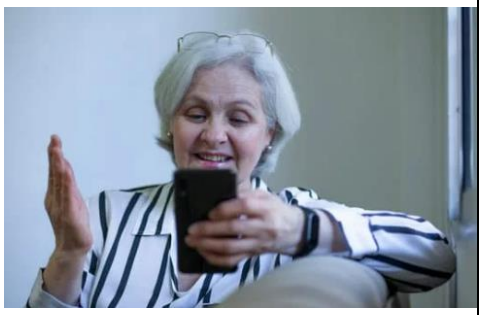
To review health and safety matters.

To act as a driver for the continuous review and improvement of housing services.

The group of tenants will have oversight of tenant scrutiny, and

Transformation Team or emailing get-involved@sholland.gov.uk .

Mystery Shopping



Evaluating the service quality through hidden testing.

Example: Tenants act as though they are reporting a repair in a mystery shopping exercise to assess customer service. Provided with a scenario by the Tenant Engagement Officer and tenants call the Council Offices to report a repair. They take notes on their experience and feedback to the Tenant Engagement Officer. Feedback may reveal areas for improvement, like clearer communication about timescales, leading to service enhancements.

Estate Inspections

Regular walkabouts by tenants and Housing Officers to assess the condition of the estates and communal areas.

Example: During a walk about in a specific area, tenants and Housing Officers might identify maintenance issues, such as broken lighting and overgrown communal gardens. These issues could then be promptly addressed, improving the safety and appearance of the estate.

Sheltered Housing Focus Groups

An opportunity for Sheltered Housing tenants and housing landlord services to work in partnership, to discuss services received and identify areas for improvement.

Example: In a focus group session, Sheltered Housing tenants discussed their experiences with the current support services. They suggested introducing a handyperson service

commission tenant scrutiny activity (for example, the Tenant Scrutiny groups) when this is needed on a wide range of housing related policies, practices, and procedures. Tenant scrutiny activity will be based on the evidence about the housing service, the Panel will decide to look in more detail at a number of specific areas of the service, where they feel there is the greatest need for improvement. These will be the scrutiny topics for the year. The Panel and all tenant scrutiny activity will feed into formal Member scrutiny arrangement as set out in the HRA Governance arrangements.

Tenant Scrutiny groups
The aim of these groups is to carry out a range of in-depth investigations of housing related services and use the findings to challenge and shape the landlord service. These sessions will be accessible to all members of the Tenant Forum, maximising the opportunity for tenants to get involved.

to support tenants with minor jobs. Based on this feedback, the Council introduced a new handyperson service which has enhanced the quality of life in the sheltered housing community.

Communal area inspections
Volunteering to monitor the standard of service, according to our contract specifications.
Example: Volunteers could conduct inspections of the shared areas in flats, such as corridors, to check the cleaning schedule is being followed. Findings could be reported to the housing management team to make any necessary contract improvements.

Consultations and surveys

Responding to consultations and surveys. This allows tenants the option to participate as and when suits.
Example: After the recent Tenant Engagement and Influence Consultation survey, the Council received feedback that the strategy was difficult to understand. Following this feedback changes have been made to remove jargon and add real life examples of how tenants can get involved.

Tenant Influence Panel (The Panel)
The Council will help tenants review the landlord service. The Tenant Influence Panel is a space for tenants discuss issues and join in decision-making to improve housing services. Any tenant can apply, and members will be chosen based on their skills and expertise.
The main purpose of the Panel is to:

- Regularly review risks associated with the Housing Landlord service.
- Examine finances ensuring transparency and accountability in how rent is spent.
- Review health and safety matters.
- Drive continuous improvement of housing services.

The Panel will oversee tenant scrutiny and organise activities (like Tenant Scrutiny groups) to review housing policies and practices. Based on evidence, they will identify areas needing improvement and set scrutiny topics for the year. All tenant scrutiny activities will be integrated into formal Councillor scrutiny as outlined in the Housing Governance arrangements.

Example: If the panel notices that complaints are taking too long to handle, they will ask a tenant scrutiny group to investigate the service. This group will look into how complaints are managed, including how quickly they are addressed and how well the communication is handled. After their investigation, the group will create a report with their findings and suggestions for improvement. This report will be shared with the panel and the housing management team. The panel will then keep an eye on the changes made based on the group's recommendations, making sure that improvements are actually happening. Regular updates will be provided to everyone involved to keep things transparent and accountable.

Tenant Scrutiny groups

	The aim of these groups is to carry out investigations of housing related services and use the findings to challenge and shape the landlord service. These sessions will be accessible to all members of the Tenant Forum, giving everyone a chance to take part. *Example: A tenant scrutiny group could be established by the Panel to investigate the effectiveness of the current repairs service. Gathering data from surveys and feedback the group could identify areas for improvement. The group would present their findings back to the Panel and the housing management team.* **Who can get involved?** • Any tenant or resident on a South Holland District Council. • Any other person who has a connection with these people, for example a carer or relative. • We may also involve other residents or existing community groups who can offer suitable skills, experience, or perspective.
How we support tenants to be involved Delivering this strategy requires us to make sure that staff and involved tenants have the necessary skills to be involved at a level that suits them. This is critical to making sure we can achieve our vision and deliver worthwhile involvement. Support will include formal training sessions, workshops, and more informal techniques reflecting the needs of the customers and services. How we give training and support • We will pay reasonable out-of-pocket expenses. • We provide refreshments at events. • We will arrange transport by taxi if public or private transport is	**How we support tenants to be involved** Delivering this strategy requires us to make sure that staff and involved tenants have the necessary skills to be involved at a level that suits them. This is critical to making sure we can achieve our vision and deliver worthwhile involvement. **How we will give training and support** Training and support will be provided to tenants through various ways. Some examples include: • We will pay reasonable out-of-pocket expenses. • We will arrange transport by taxi if public or private transport is not possible.

not possible. • We will choose venues which are inclusive for people with disabilities; this includes physical and sensory disabilities. • We will offer translation services to tenants, where required. • We will arrange events at times suitable for most people and where needed, we will arrange alternative times or sessions. • The training we offer will be informal such as shadowing an officer or simply meeting Officers to talk about things. • We will organise sessions to educate tenants on their rights and responsibilities. These sessions will cover key topics such as understanding tenancy agreements, maintenance programmes, and the complaint process. • We will provide tenants with effective communication and negotiation skills that empower tenants to engage more confidently and assertively with us. • We will hold sessions where tenants can ask questions directly to our team. This will help them gain confidence in asking critical questions and understanding the responses. • We will provide guides and resources that outline important questions tenants should ask regarding their tenancy. These materials will be easily accessible online and in print. • We will assist tenants wishing to implement tenant-led activities to influence and scrutinise strategies, policies, and services relating to the Housing Landlord Service. Assistance may include, for example, providing venues for meetings, administrative support, funding, and training. • We will ensure staff are trained to support tenants to get involved, including areas such as using plain English that is free of jargon and promoting awareness of accessibility and inclusion.	• We will choose accessible venues for people with disabilities. • We will offer translation services, where required. • We will arrange events at convenient times and offer alternatives if needed. • We will teach effective communication and negotiation skills helping tenants to feel confident in challenging the service. • We will hold question and answer sessions with our team to build tenant confidence in asking questions. • We will provide guides and resources with important questions tenants should ask. • We will support tenant-led activities with venues, funding, and training. • We will train staff to support tenant involvement, using plain English and promoting accessibility and inclusion.
What success looks like	**What success looks like**

Increased Trust: Tenants will experience clear, transparent, and timely communication. Tenants will see their voices being valued and acted upon.	**Consistency:** Tenants will experience regular updates and reporting back on tenant feedback. Tenant concerns will be addressed promptly and effectively with empathy.
Visible Tenant Impact: Tenants will see tangible changes in services and policies that reflect their feedback and experiences. There will be a rise in tenant participation in engagement activities.	**Empowered Tenants:** Tenants are equipped with skills and knowledge required to be actively involved with influencing service delivery. Tenants are engaged in shaping services and are empowered to participate in decision making.

Monitoring the impact

It's essential that we monitor and share the difference tenant involvement has made. As a registered Provider the Council should assure themselves that tenants' views have been actively sought and considered as part of decision-making processes. This demonstrates that we are listening to our tenants and shows respect for those who have given their time to help make the difference. It also highlights any engagement activities that need to be done differently. To do this

Increased Trust: Tenants will experience clear, transparent, and timely communication. Tenants will see their voices being valued and acted upon.	**Consistency:** Tenants will experience regular updates and reporting back on tenant feedback. Tenant concerns will be addressed promptly and effectively with empathy.
Visible Tenant Impact: Tenants will see tangible changes in services and policies that reflect their feedback and experiences. There will be a rise in tenant participation in engagement activities and an improvement in tenant satisfaction.	**Empowered Tenants:** Tenants are equipped with skills and knowledge required to be actively involved with influencing service delivery. Tenants are engaged in shaping services and are empowered to participate in decision making.

Monitoring the impact

It's important to monitor and share the impact of the strategy and tenant involvement. This shows we are listening and respecting those who contribute.

Communication: Tenants will be regularly updated on the progress of delivering the strategy through sharing of documents such as newsletters, annual reports, and

we will produce and publish:

- An annual Involvement Impact Assessment – This will provide details of our engagement activities and the difference that they have made. It will be published on our website and reported to Members. It will allow us to evaluate the impact in terms of cost and outputs which will inform future engagement.
- Annual Report to tenants - This will detail high level findings from the above to keep all tenants informed as part of our tenant engagement model.

dedicated updates on the council's website. This will provide detailed information on achievements, upcoming events, and any opportunities for more tenants to get involved.

Oversight and Monitoring: The Portfolio Holder for Strategic and Operational Housing and the Assistant Director - Housing will have oversight of the delivery of the strategy. They will ensure that the strategy is implemented effectively and that any issues are promptly addressed. The Housing Landlord Board will play a role in monitoring the delivery of the strategy and its associated action plan. The board will review progress reports, evaluate the progress the strategy, and provide recommendations for improvement.

Feedback: Tenants will be encouraged to share feedback and suggestions regarding Tenant Engagement through different ways, including surveys and direct communication with Officers. This feedback will be used to improve the strategy and ensure it meets the needs of the community.

Priorities

Our Priorities	We will achieve this by
Ensuring that trust and respect towards our tenants is embedded within all areas of the landlord service	• Ensuring that tenant experience is embedded in all service delivery and is captured within staff appraisals. • Fostering a strong organisational culture of fairness, courtesy, and respect. • Producing clear and consistent communications using a variety of channels that are aimed at explaining landlord services.

Our Priorities	We will achieve this by
Ensuring that trust and respect towards tenants is a part of all aspects of the landlord service	• Ensuring that tenant experience is embedded in all service delivery and is captured within staff appraisals. • Fostering a strong organisational culture of fairness, courtesy, and respect. • Clearly communicate landlord services

	• Setting clear guidelines to staff around setting expectations and providing tenants with information such as what happens next, timescales and closing the feedback loop.
Establishing and embedding a tenant scrutiny mechanism within the HRA Governance arrangements, ensuring it has an impact on service delivery	• Committing to formalising tenant scrutiny arrangement by seeking to adopt a Tenant Influencing Vehicle. • Train and develop tenants to undertake effective scrutiny. • Establishing arrangements to co-ordinate tenant scrutiny functions, feeding into Member scrutiny. • Developing a programme of scrutiny that is agreed annually and which reflects service delivery and housing transformation workstreams. • Update the HRA Governance Framework to reflect these changes.
Promote a culture of inclusivity, enhancing the value of tenant engagement	• Through training and development, we will promote equality and equal relationships within our Housing service to remove barriers. • Developing processes to ensure tenant voice and impact is a key part of service design and

	through various channels. • Establish guidelines with Officers around setting expectations and reviewing these in partnership with tenants. Providing information such as what happens next, timescales and closing the feedback loop.
Create a way for tenants to review and give feedback on the service and make sure their feedback is used to improve how services are delivered.	• Committing to formalising tenant scrutiny arrangement by seeking to adopt a Tenant Influencing Vehicle (Panel). • Train and develop tenants to undertake effective scrutiny. • Establishing arrangements to co-ordinate tenant scrutiny functions, feeding into Member scrutiny. • Developing a programme of scrutiny that is agreed annually

	delivery. • Tracking tenant influence and measuring the impact in all activities, providing details in formal reports to staff and Members. • Through staff appraisals we will recognise the right behaviours and celebrate contributions of tenants and staff who promote inclusivity.
Effective communication across the landlord service	• Creating a consistent approach to feeding back to tenants the outcomes from tenant influence. • Enhancing communication to keep our tenants up to date on what matters to them, using a range of approaches tailored to tenant preferences. • Make better use of social media and online methods to make it easier for residents to have their say. • Continue to offer an offline tenant engagement presence, recognising that tenants may prefer a phone call, meeting, or face to face discussion. • Publishing clear information on the roles and responsibilities of senior staff, including named people who are responsible for

	reflecting service delivery and transformation workstreams. • Update the Housing Governance Framework to reflect these changes.
Promote a culture of inclusivity, enhancing the value of tenant engagement	• Through training and development, we will promote equality and equal relationships to remove barriers. • Developing processes to ensure tenant voice and impact is a key part of service design and delivery. • Tracking tenant influence and measuring the impact in all activities, providing reports to staff and Councillors. • Through staff appraisals we will recognise the right behaviours and celebrate contributions of tenants and staff who

	ensuring legal and regulatory standards are met. • Providing fair and easy access to our services and keeping tenants up to date on their enquiries. • Providing details to tenants on the impact of tenant engagement activity. • Ensure tenants know who their housing officer is and how to report repairs.		promote inclusivity.
		Effective communication across the landlord service	• Creating a consistent approach to feeding back to tenants on the outcomes from tenant influence. • Enhancing communication to keep our tenants up to date on what matters to them, tailored to tenant preferences. • Make better use of social media and online methods to make it easier for residents to have their say. • Continue to offer an offline tenant engagement presence, recognising that tenants may prefer a phone call/meeting. • Providing fair and easy access to our services and keeping tenants up to date on their enquiries. • Providing details to

		tenants on the positive impact of tenant engagement activity. • Ensure tenants know who their housing officer is and how to report repairs.
Oversight and monitoring of the strategy The Portfolio Holder for Strategic and Operational Housing and the Assistant Director - Housing have oversight for the delivery of the Tenant Engagement and Influence Strategy. Tenants will be updated on the progress of delivering this strategy in planned communication materials such as newsletters and annual reports. The Housing Landlord Board will monitor the delivery of the Tenant Engagement and Influence Strategy and action plan. Tenants and Elected Members will be regularly updated on the progress of delivery.	**Merged with the monitoring section as duplication.**	
Conclusion The importance of a strategy to direct our engagement cannot be underestimated, not only from a regulatory perspective, but also from a tenant's point of view. We must listen, understand, and work together to improve our services. This Strategy reflects the Council's aspiration to move to an evidence-based, outcome-focused, tenant influence framework that goes beyond compliance with regulation and invests in providing the homes and services our tenants deserve, putting them at the heart of decision-making.	**Conclusion** A strategy to guide our engagement is crucial, for regulatory reasons and more importantly for our tenant's. We will listen, understand, and work together to improve our services. This strategy aims to create an outcome focused framework that prioritises tenants, ensuring we provide the homes and services our tenants deserve, putting them at the heart of decisions.	