

# TENANT & LEASEHOLDER ENGAGEMENT STRATEGY 2024 - 2029





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**This strategy is available in large print and in other languages.**

**Please contact Customer Services on 0247637 6376 if you require assistance.**

## INTRODUCTION

**Our Tenant and Leaseholder Engagement Strategy covers the period between 2024 and 2029. It details our ambitions to enhance our offer for our tenants and leaseholders to shape, scrutinise, inform and improve our services.**

Tenant and Leaseholder engagement is a key priority for Nuneaton and Bedworth Borough Council. We want to be able to empower our tenants and leaseholders to understand and influence the services that we provide, whilst offering a range of accessible opportunities to be involved. Having our tenants and leaseholders shaping the services we offer and having a say in how they are delivered is a priority for us.

## NATIONAL POLICY

Nuneaton and Bedworth Borough Council are required to comply with the **Regulator of Social Housing Consumer Standards**, which have been refreshed and launched in April 2024. The Regulator of Social Housing is empowered to set these standards through the Social Housing (Regulation) Act 2023.

There are four consumer standards, which are:

- Safety and Quality Standard.
- Tenancy Standard.
- Transparency, Influence and Accountability Standard.
- Neighbourhood and Community Standard.

The Transparency, Influence and Accountability Standard sets out the key requirements for landlords in relation to tenant and leaseholder engagement, with expectations such as:

- Landlords must treat all tenants and leaseholders with fairness and respect.
- Utilising relevant data to understand tenant and leaseholder needs and requirements.
- Ensuring communication is timely, relevant and accessible.
- Making sure that services are accessible.
- Taking the views of tenants and leaseholders into account about how services are delivered.
- Giving tenants and leaseholders opportunities to influence and scrutinise strategies, policies and services.
- Carrying out a Tenant Satisfaction Measures (TSM) programme, made up of a perception survey and other management information.
- Publishing performance information to show tenants and leaseholders how their landlord is performing.
- Improving the complaints process, to ensure that it is easily accessible and complaints are responded to in a timely and effective manner. Landlords must also be able to evidence how they understand and utilise the learning from complaints that they receive to improve services.



## WHAT HAVE WE DONE IN 2023/24?

We have worked hard to enhance our engagement offer to our tenants and leaseholders in the last year, giving us a strong base with which to develop and launch this strategy. Some of our highlights are listed below:

### Tenant Engagement

- Carried out a programme of Neighbourhood Walkabouts, which include the reporting of repairs, grounds maintenance and any other neighbourhood issues found.
- Arranged meetings so that tenants and leaseholders can discuss issues within their blocks of flats / streets.
- Introduced quarterly mobile home site meetings with leaseholders so that any issues within their sites can be discussed and resolved.
- Undertook a damp and mould tenant and leaseholder focus group, to improve the way in which we communicate about this issue
- Introduced our Housing Facebook page so that we can communicate with tenants and leaseholders and provide information on campaigns such as Damp & Mould, Insurance and Homeswapper mutual exchange service and other relevant information.
- Set up tenant and leaseholder competitions, such as Garden competitions and STAN the van design, to allow our tenants and leaseholders many different ways to become involved in our services and in neighbourhoods.
- Partnership working with Warwickshire Police and Warwickshire Fire and Rescue Service to deliver joint drop-in surgeries, ad hoc walkabouts, and safe & well talks / checks, to provide support and to give tenants and leaseholders more opportunities to discuss the issues that matter to them.
- Introduced warm hubs / coffee morning drop ins to provide a safe environment for tenants and leaseholders to discuss concerns and allow housing teams to offer support and advice where possible.
- Promoted the reporting of damp and mould, including designing informative posters alongside a damp and mould video, to ensure tenants and leaseholders are able to report issues and have them resolved as soon as possible, making sure that homes are as safe and healthy as possible.
- Set up a Christmas campaign in order to visit vulnerable and isolated tenants during the festive period, to combat loneliness and improve health and wellbeing.

### Community Engagement

- Held tenant and leaseholder engagement events on market stalls, with 3 in Bedworth and 3 in Nuneaton.
- Supported tenants in setting up a Neighbourhood Watch Group, to empower tenants and leaseholders in their own community.
- Undertook litter picks throughout neighbourhoods to improve the environment.

- Worked with Warwickshire County Council to erect a new bus shelter/stop outside one of our Independent Living Schemes to improve transport connections and help residents remain independent for longer.
- Undertook numerous community projects, such as creating allotments and a storage area for tools, garden projects and a phone box conversion to house a defibrillator, support residents health and wellbeing.

In addition to this programme of work, we also carried out our first Tenant Satisfaction Measures survey. The survey was sent to 5557 tenants and leaseholders, and 1507 responded. Our scores against each of the measures were:

TP01	Overall satisfaction	80.8%
TP02	Satisfaction with the repairs service	85.4%
TP03	Satisfaction with time taken to complete the most recent repair	83.9%
TP04	Satisfaction that the home is well maintained	79.5%
TP05	Satisfaction that the home is safe	81.3%
TP06	Satisfaction that the landlord listens to tenants' views and acts on them	69.9%
TP07	Satisfaction that the landlord keeps tenants informed about things that matter to them	75.0%
TP08	Agreement that the landlord treats tenants fairly and with respect	78.4%
TP09	Satisfaction with the landlords approach to handling complaints	43.1%
TP10	Satisfaction that the landlord keeps communal areas clean and well maintained	73.8%
TP11	Satisfaction that the landlord makes a positive contribution to neighbourhoods	64.6%
TP12	Satisfaction with the landlords approach to handling anti-social behaviour	61.6%

We also included a supplementary question for TP07, which asked respondents about their preferred method of contact. 52% of our tenants and leaseholders advised us that you prefer for us to communicate with you in writing. These results will help us to improve our communications to those tenants who took part in the survey.

While we are pleased with the results, particularly around overall satisfaction, and satisfaction with our repairs service, we know that have further work to do to improve satisfaction, and particularly in the following areas:

- Landlord treats tenants fairly and with respect
- Landlord makes a positive contribution to neighbourhoods
- Landlords approach to handling anti-social behaviour

Our TSM survey gives us the opportunity to hear from all of our tenants to understand what matters to them, and how they think we are performing. We will use our TSMs to help inform our approach to tenant and leaseholder engagement going forwards and will use the feedback to help prioritise areas for improvement. We submitted our results, including the management information, to the Regulator for Social Housing in June 2024.





## HOW THIS STRATEGY WAS DEVELOPED

The Tenant and Leaseholder Engagement Strategy forms the cornerstone of our approach to engaging and empowering our tenants and leaseholders. It is therefore really important that we start as we mean to go on – this strategy must reflect what our tenants and leaseholders are saying that they want and need.

We published the draft strategy on our website and also published the link via our Housing Facebook page, asking for comments and suggestions. We also left hard copies and feedback forms at our Independent Living Schemes and STAN also had copies available.

- 128 responses were received
- 26 were completed online
- 17 were anonymous
- 102 were from tenants living in independent living accommodation

Nearly all respondents felt our priorities were very important, therefore we do not recommend implementing any changes to the five priorities.

Overall communication was highlighted throughout the survey with respondents being the least happy with how we stay in touch with them. Our strategy has highlighted this under priority 5 (transparency and communication) thus supporting the requirement to improve, based on the comments received.





## **PRIORITY 1: EMPOWERING ENGAGEMENT**

One of our key priorities is to empower our tenants and leaseholders to engage with us. This follows the direction of the new regulatory framework and will give us, our tenants, and leaseholders the best chance to comment upon and influence on the services delivered, now and into the future.

### **WHERE DO WE WANT TO BE?**

We want to break down barriers to engagement through building relationships and expanding the knowledge of our tenants and leaseholders, about our services, processes and legal requirements. We will do this by setting up a number of specialist tenant and leaseholder groups, both in person and virtually, to ensure that we can facilitate as much engagement as possible.

Achievement against this priority will be the main building block to achieving our goal of having as many tenants and leaseholders as possible, involved in shaping as many areas of our services as possible, in ways that are right for them. We recognise that a 'one size fits all' approach will not achieve this.

### **HOW WILL WE GET THERE?**

- We will do more to understand barriers to engagement and break them down to ensure that all tenants and leaseholders can engage with us on issues that matter to them, in ways that are right for them.
- We will make better use of the data that we hold and look to gather more information to understand the profiles of tenants and leaseholders who are engaged with us, and those that are not.



- We will develop a communications plan for tenant and leaseholder communications, making sure that our customers are well informed with timely and relevant information about our housing services.
- We will review our tenant and leaseholder communication preferences to ensure our methods of engagement are appropriate. We will develop opportunities to engage with us in person, over the telephone, online and via post where these are most appropriate. We will also review ‘when’ we engage to make sure that access is fair and equitable.

## HOW WILL WE KNOW WHEN WE HAVE GOT THERE?

We will have successfully increased the number of our tenants and leaseholders who have engaged with us. We will be able to define how this engagement has impacted how we deliver our services, and our tenants and leaseholders will feel confident about their participation and input.

We have set the following targets and deliverables which will help us to assess when we have successfully delivered on this strategic objective:

- Development of a strategic communications plan.
- Design and rollout of a project to improve the customer data that we hold on our systems (including communication preference data).

We will use the following metrics to report on the achievement of this strategic objective:

Measure	Performance 2023/24	2029 target
Total number of tenants engaged to influence services (per year)	N/A	1375 (equates to 25% based upon numbers as at March 2024)
Total percentage of leaseholders engaged to influence services (per year)	N/A	43 (equates to 10% based upon numbers as at March 2024)
% of communication preference data held on our systems	N/A	100%
Total number of engagement opportunities facilitated per year to influence services	N/A	120



## PRIORITY 2: ENHANCING ACCOUNTABILITY

The Tenant Satisfaction Measures are a significant move towards enhanced accountability to our tenants and leaseholders, but we want to go further over the life of this strategy. It is our aim to first become accountable to our tenants and leaseholders, and to then move towards a model of shared accountability by the end of this strategy. Accountability is a key priority for us. We exist to provide excellent services to our tenants and leaseholders.

### WHERE DO WE WANT TO BE?

We want to enable our tenants and leaseholders to hold us to account in a constructive and collaborative way. By bringing our tenants and leaseholders more closely together into our key oversight and decision-making structures, we will enable them to influence how our services are shaped and delivered. This will also help them to understand the operating environment, what is possible and, where we are unable to do certain things, why we are unable to.

### HOW WILL WE GET THERE?

Building on the deliverables from our first strategic priority, we will look to develop more formal engagement groups, with tenants and leaseholders who share common interests and aims. For more ad-hoc consultation, we will develop ‘thematic’ engagement groups, on topics such as Anti-Social Behaviour (ASB), Repairs, or Estate Services for example.

Our formal engagement structure should explore the formation of the following groups, and where these groups are developed, it should be in the best interests of the tenants and leaseholders themselves, and Nuneaton and Bedworth:

- Tenant and Leaseholder Scrutiny Panels
- Mystery shoppers
- Tenant and Leaseholder Neighbourhood Champions
- Thematic focus groups (to consult on ad-hoc issues, such as policy reviews, in a specific service area).
- Complaint reviewers
- Independent Living Forum

Each group will have their own 'Terms of Reference' which will clearly set out roles and responsibilities.

We will also look to build in sector best practice to our approach, exploring the potential for accreditation from the Tenant Participation Advisory Service (TPAS), and signing up to the National Housing Federation (NHF) Together with Tenants initiative to demonstrate our commitment and standards at Nuneaton and Bedworth.

### HOW WILL WE KNOW WHEN WE HAVE GOT THERE?

We have set the following targets and deliverables which will help us to assess when we have successfully delivered on this strategic objective:

1. The establishment of formal, engaged tenant and leaseholder groups.
2. The achievement of TPAS accreditation.
3. Certification of commitment to the NHF Together with Tenants Initiative.

We will use the following metrics to report on the achievement of this strategic objective:

Measure	Performance 2023/24	2029 target
Achievement of TPAS accreditation	N/A	Full accreditation
Sign up to the NHF Together with Tenants initiative	N/A	Certificate of commitment
Number of tenant and leaseholder groups established	N/A	10 (including neighbourhood based associations)







## PRIORITY 3: SHARED DESIGN

We believe that, where possible, our services should be co-designed with our tenants and leaseholders. This helps to ensure that their voice runs through our service design and delivery, and that our objectives are aligned with that of our tenants and leaseholders. Shared design should run through everything that we do, and by developing and engaging the groups from priority 2, we will ensure that we can engage at both an operational and strategic level with our tenants and leaseholders.

### WHERE DO WE WANT TO BE?

We want our tenants and leaseholders to know that the services they receive from us have been developed in partnership with them. We want to be able to evidence true shared design with our involved tenants and leaseholders, inviting views and perspectives from as many as possible.

Where we take suggestions on board, we will feed this back to our tenants and leaseholders, and where we cannot take suggestions forward, we will explain why.

### HOW WILL WE GET THERE?

We will consult with our involved tenants and leaseholders, and open up engagement opportunities to all who wish to be involved, to help us design the following:

- Policies
- Procedures
- Strategies
- Communications

We will also look to bring the voice of our tenants and leaseholders into higher level conversations, for example, where we are setting our new performance targets each year and where we may be



looking to procure contracts for services that they will be in receipt of. Added to this, where we are making senior level appointments, we will look to bring some of our tenants and leaseholders into the recruitment process.

### HOW WILL WE KNOW WHEN WE HAVE GOT THERE?

We have set the following targets and deliverables which will help us to assess when we have successfully delivered on this strategic objective:

- All new and reviewed strategies, policies and procedures will have been consulted on with our tenants and leaseholders.
- We will have reviewed our communications to tenants and leaseholders in collaboration with them including reviewing the tone, language and form of our external communications.
- Our tenants and leaseholders will be involved in our senior level recruitment processes.
- Our tenants and leaseholders will be involved in the procurement of any external services that they will be in receipt of.

We will use the following metrics to report on the achievement of this strategic objective:

Measure	Performance 2023/24	2029 target
Percentage of policies consulted upon with tenants and leaseholders (per year)	N/A	100%
Percentage of strategies consulted upon with tenants and leaseholders (per year)	N/A	100%
Number of tenants and leaseholders involved in senior level recruitment processes	N/A	10



## PRIORITY 4: AMPLIFYING TENANT & LEASEHOLDER VOICE

The structures and actions in the previous priorities look to strengthen the tenant and leaseholder voice through more formal engagement structures. Over the life of this strategy, we will look to amplify that feedback through by cross-referencing various touchpoints, and making it easier for our tenants and leaseholders to tell us what they think.

### WHERE DO WE WANT TO BE?

We want to be able to hear the voice of our tenants and leaseholders both through formal structures, as well as through our other interactions. Information that is provided through calls into our contact centre, through our complaints process, and through conversations with our repairs operatives or tenancy management officers all represent opportunities for us to amplify their voices. By cross-referencing all of these touchpoints, we can add this information in to other feedback that we receive (such as from our Tenant Satisfaction Measures survey) to give us significant insight into the things that matter to our tenants and leaseholders.

We want to make it easier for our tenants and leaseholders to give us feedback. We will look at our communication channels and review accessibility to our services to ensure that it is easier to communicate with us when tenants and leaseholders want to, and need to.

### HOW WILL WE GET THERE?

We will review our systems and technology (including our data) to explore the potential to enhance the voices of our tenants and leaseholders, whilst also cross-referencing information from various sources.

We will also implement a new communication strategy, to ensure that we are offering the right options to our tenants and leaseholders to give their feedback. We want to offer the easiest access to us and our services, whilst making sure that the options match the communication preferences of our tenants and leaseholders.

## HOW WILL WE KNOW WHEN WE HAVE GOT THERE?

We have set the following targets and deliverables which will help us to assess when we have successfully delivered on this strategic objective:

- We will have appropriate systems and processes in place to allow the cross-referencing of customer contact and feedback.
- We will have developed a new communications strategy in partnership with our tenants and leaseholders which will improve access to our staff and services.
- We will review how we capture and categorise customer contact data to enable us to quickly and accurately diagnose themes and trends.
- We will develop a new data strategy in partnership with our tenants and leaseholders, to make sure that we gather, maintain and analyse the right information to best inform future decisions and options.



## **PRIORITY 5: TRANSPARENCY & COMMUNICATION**

As we build towards greater engagement with our tenants and leaseholders, we want to be more transparent, providing more timely and relevant communication about how we are performing and what we are doing. This dialogue will not only help to strengthen our relationships with our tenants and leaseholders, but will also help to set and manage expectations.

### **WHERE DO WE WANT TO BE?**

We want to be providing timely, relevant information to all of our tenants and leaseholders, in an accessible format, taking into account the diversity of all.

This communication will make sure our tenants and leaseholders are informed about the things that matter to them, and are aware of ways that they can engage with us and be more involved.

### **HOW WILL WE GET THERE?**

We will design a new communications strategy, in partnership with our tenants and leaseholders, that ensures our communication methods and content are as impactful and accessible as possible. We will review how we communicate across the following:

- Social media.
- Tenant and leaseholder magazines.
- E-bulletins.
- Information held on our website.
- Mailouts.
- Text messages/WhatsApp chats.
- Telephone calls.

### **HOW WILL WE KNOW WHEN WE HAVE GOT THERE?**

The following indicators will tell us when we have achieved against our ambitions:

- We have developed a new communications strategy for tenants and leaseholders to ensure all information meets the requirements of tenants and leaseholders.
- Communications are shared with our tenants and leaseholders using their preferred communication method, to make sure those communications are better reflect the requirements and needs of our customers.
- We will have developed smart survey programmes to test the impact of our communications to tenants and leaseholders, to make sure that know our communications strategy is doing what it needs to do.



We will use the following metrics to report on the achievement of this strategic objective:

Measure	Performance 2023/24	2029 target
TP07: Satisfaction that the landlord keeps tenants informed about things that matter to them	75%	85%
% of tenants and leaseholders interacting with communications	N/A	75%
% of tenants and leaseholders happy with communications	N/A	85%



