

REPORT TITLE: TENANT ENGAGEMENT STRATEGY

22 NOVEMBER 2017

REPORT OF PORTFOLIO HOLDER: LEADER WITH PORTFOLIO FOR HOUSING

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WARD(S): GENERAL

PURPOSE

The Council's Tenant Engagement Strategy sets out the Council's approach and key priorities to engaging with tenants for the coming 2 years. It presents the structure and actions aimed at delivering an effective service within the Governance framework.

The Strategy sets out the challenges the Council faces in ensuring business decisions and service improvements are shaped by the views of all tenants.

It presents the approach to be taken to enable the service to engage with households currently underrepresented.

RECOMMENDATIONS:

1. That Cabinet (Housing) Committee approves the draft Tenant Engagement Strategy 2017- 2019

IMPLICATIONS:

1 COUNCIL STRATEGY OUTCOME

- 1.1 The Council Strategy sets out the objective 'Be proactive in our tenant engagement, achieving effective representation and insight across all tenant and customer groups'.
- 1.2 The Housing Portfolio Plan includes the objective of 'Make more effective use of the survey of tenants and residents through better use of data and wider engagement'.
- 1.3 The Housing Strategy includes as one of its priorities 'To engage with residents and create cohesive communities'.

2 FINANCIAL IMPLICATIONS

- 2.1 The proposed Strategy is achievable within current staff resources; however the Head of Housing Finance has been asked to consider making provision for the set up of the Digital Platform if following the feasibility investigation a business case can be made that demonstrates this system will add value.
- 2.2 The cost implications of the Reward Scheme will need to be considered as part of the set up discussions.
- 2.3 The Tenants Panel skills audit may highlight the need for additional training although the Panel applicants are already experienced tenants and have therefore developed involvement skills.
- 2.4 Arrangements for meeting venues and the frequency of meetings will need to have regard to the budget allocation.
- 2.5 Provision is already in place to carry out the biennial Tenants Satisfaction Survey.

3 LEGAL AND PROCUREMENT IMPLICATIONS

- 3.1 The TACT constitution may need reviewing in the future although a recent desktop check has shown that it currently continues to be fit for purpose.
- 3.2 The Tenants' Panel Terms of Reference will need to be kept under review to ensure they continue to be appropriate.
- 3.3 If a business case can be demonstrated for the Engagement Platform this initiative could have resource implications for legal and contract teams.

4 WORKFORCE IMPLICATIONS

- 4.1 The proposed Strategy is achievable within current Tenant Involvement team staff resources. Although under the new structure officers have been

allocated lead responsibility for specific initiatives; in reality the team will continue to provide support to each other's roles.

- 4.2 If a business case can be demonstrated for the Engagement Platform this initiative will have implications for Housing IT systems administrators and other Council IT and contract teams.

5 PROPERTY AND ASSET IMPLICATIONS

- 5.1 None

6 CONSULTATION AND COMMUNICATION

- 6.1 The Strategy has been developed following a programme of meetings and surveys with Housing Officers, the Portfolio Holder for Housing and tenants.
- 6.2 The Tenant Satisfaction Survey in April 2017 included specific questions around how the service could be improved along with standard questions measuring the satisfaction with the current service.
- 6.3 A repeating theme both from the Tenant Satisfaction Survey and from TACT has been that timely feedback on how the information tenants provide has shaped their service is key to encouraging tenants to take the time to share their views.
- 6.4 In January a survey of housing officers and the Portfolio Holder for Housing asked about the strengths and weaknesses of the current service.
- 6.5 There were discussions following presentations to TACT in May, July and September to which all Councillors were invited.
- 6.6 The review process and proposed changes have been informed by detailed debate with the TACT Committee and the Performance Review Group Chairs as the groups impacted most significantly by the change.
- 6.7 A survey of all involved tenants (TACT, Performance Review Groups Members, Readers Panel, Mystery Shoppers) in May 2017 provided an opportunity to comment on proposals. The responses received were largely in favour of the changes proposed and an acceptance that change was needed.

7 ENVIRONMENTAL CONSIDERATIONS

- 7.1 Although the Tenant Engagement Strategy doesn't impact on the environment in itself it does allow tenants the opportunity to comment on these considerations by ensuring the new Housing (Cabinet) Committee timetable for collecting views affords the opportunity to collect tenants views on the environmental impact of housing projects.

8 EQUALITY IMPACT ASSESSMENT

- 8.1 The Strategy's primary aim is to reach households currently underrepresented through the existing involvement structure.
- 8.2 The Strategy looks to reduce the emphasis on meeting based involvement to allow resources to be released to target digital, web based initiatives to engage households for whom meetings may be an unappealing way to express their views.
- 8.3 Through the development of a Communication Strategy, which will be impact assessed, detailed consideration can be given to all groups to ensure information is circulated in an accessible format.
- 8.4 Maximising the benefit of the biennial Tenants Satisfaction Survey, a statistically robust data collection project, should continue to add value to establishing tenant priorities and identifying areas of weaker performance.

9 RISK MANAGEMENT

Risk	Mitigation	Opportunities
<i>Property - none</i>		
<i>Community Support -none</i>		
<i>Timescales Recruitment and retention of appropriately skilled Tenant Involvement officers.</i>	A prompt recruitment process.	To match the recruitment officers around the skills needed to lead on specific initiatives.
<i>Project capacity</i> <ul style="list-style-type: none"> • <i>Success depends on appropriate skilled project leads and commitment from involved tenants.</i> • <i>The Engagement platform if approved will impact on the project capacity of several teams</i> 	At the August Tenant Panel workshop agreed a Job description for Tenant Panel members and terms of reference which sets out the commitment required.	
<i>Financial / VfM Investment could be high in comparison to the value derived by investing in a web based engagement platform and ensuring the skills exist in house to use to it's full potential</i>	<i>A clear business case will be required.</i>	Cost effective information sharing with a wider audience; along with options for collecting views.

<i>Legal</i>		
<i>Innovation – Engagement Platform</i>	Lack of appropriately skilled staff	Engagement platform if approved offers an opportunity for innovation and engage with hard to reach households.
<i>Reputation</i> <i>The changes fail to improve representation or tenant satisfaction with opportunities to be share their views.</i>	Monitor impact of changes.	Improvements to quartile performance when compared against peer group. Improvements generally in satisfaction with tenant engagement service delivery.
<i>Other</i> <i>Feedback – an effective approach to feedback will be key to the success of the revised service.</i> <i>Housing DMT commitment – effective performance management and scrutiny will be dependant on these officers respecting the timescales laid down in the programme.</i> <i>Partner’s commitment – as above commitment by partners outside the Council to engage and provide information to will be crucial to prevent programme slippage.</i> <i>Skills required for involved tenants to carry out challenging scrutiny.</i>	Action Plan sets out a task to develop a detailed Communication Plan. Action Plan requires commitment from Housing DMT Work with partners to respect information and deadline requirements Action Plan includes a skills audit and training programme. Terms of reference for the Tenant Panel sets out commitment required from Panel Members. TACT Terms of Reference requirements to be monitored.	

10 SUPPORTING INFORMATION:

- 10.1 The City Council has a legacy of active tenant involvement and is fortunate to have tenants willing to give their time both at meetings and through satisfaction surveys to work with the council to improve service delivery to the benefit of all tenants. However it is recognised that there are short comings with the current approach.
- 10.2 The profile of involved tenants in the existing structure fails to match that of all tenants especially those who are least likely to be satisfied. Currently it isn't always clear the degree to which tenant priorities drive service improvements and tenants have responded through the Tenant Satisfaction Survey that they don't always feel their views are listened to.
- 10.3 In 2015/16 Tenant Satisfaction Survey Performance Indicator results for 'Listens to views and acts on them' were 66% satisfaction; putting the Council in the third quartile when compared to others in its peer group. In response a review has been undertaken of the Tenant Involvement Service. The 2017 Tenant Satisfaction Survey Performance Indicator results have shown an increased satisfaction to 71%, which is a commendation of the work of new Tenant Involvement Officers who commenced with the team shortly before the 2015 Survey but whose efforts and improved customer focus it's believed are reflected in the 2017 results. However there's still room for improvement as the results showed decreases in very satisfied to fairly satisfied.
- 10.4 It's the Council Strategy aim that the Housing Service is proactive in our Tenant engagement achieving effective representation and insight across all tenant and customer groups and the Tenant Engagement Strategy presents the outcome of the review and makes proposals to achieve the Council Strategy aim.
- 10.5 The review of the existing structure sought to identify what works well with the current approach and what could be changed to address the weaknesses while maintaining the enthusiasm and respecting the work of involved tenants.
- 10.6 The Strategy sets out its vision being 'to ensure the views of all housing tenants are effectively communicated in accordance with the Governance framework to inform service priorities and business decisions.'
- 10.7 The Strategy links in with the corporate Consultation Charter and the use of the digital engagement tool 'CitizenLab'.
- 10.8 The Strategy presents the priorities to address the challenges to achieving that vision as follows:
- Engagement is representative - The views of all tenant groups are known and contribute to shaping and improving their services.
 - Engagement works to support the governance framework - There is clear evidence to support business decisions.

- Effective feedback - All tenants are aware that their views have been listened to and acted upon
- Effective challenging scrutiny
- There's a commitment from across the City Council to share responsibility to deliver community investment activities
- Tenants are satisfied with the opportunities to make their views known

10.9 The Strategy appendices include an action plan around achieving these priorities, how outcomes will be measured and the revised structure.

11 Conclusion

11.1 The City Council attaches value and respect to those tenants who give their time to engage with the Council to help shape their service to the benefit of all tenants.

11.2 It was important throughout the process that this commitment was celebrated and that the review didn't lead to a loss of enthusiasm by those who currently give their time.

11.3 Involved tenants were open to exploring how the service could be improved and final Strategy should retain all that's good about the existing approach while at the same time improving some of the processes and setting out new initiatives to address some of the weakness.

11.4 This should ensure the Council offers an assortment of engagement options that meets the needs of all households; making it easy for them to tell us what they think and see how this has lead to improvement. This links in with the 5 principles of the draft WCC Consultation Charter.

12 OTHER OPTIONS CONSIDERED AND REJECTED

12.1 The Strategy content has been continually amended to reflect the feedback received through the consultation process with the aim of strengthening the document to achieve its vision.

12.2 To not have a strategy would not enable the council to actively engage with tenants

BACKGROUND DOCUMENTS:-

Previous Committee Reports:-

None

Other Background Documents:-

2017 STAR Survey Results – June 2017 (Tenant Satisfaction Survey Report)

APPENDICES:

Appendix 1 – Draft Tenant Engagement Strategy 2017 - 2019

Tenant Engagement Strategy – 2017 - 2019**1. Introduction****Tenant Engagement Vision**

To ensure the views of all housing tenants are effectively communicated in accordance with the Governance framework to inform service priorities and business decisions.

The City Council has a legacy of active tenant involvement and a structure which is well constructed and generally fit for purpose. However it is recognised that there are short comings with the current approach.

The Tenant Involvement Officers have researched the approach of other providers and found a spectrum of approaches. Few are as active as at Winchester City Council. Many have chosen to focus on engagement or community investment rather than both.

This Strategy aims to hold on to the benefits of both elements of tenant involvement; while at the same time introducing new ideas based on good practice.

The profile of involved tenants fails to match that of all tenants especially those who are least likely to be satisfied. It isn't always clear the degree to which tenant priorities drive service improvements and tenants have responded through the Tenant Satisfaction Survey that they don't always feel their views are listened to.

Changes are needed to the delivery of community investment in recognition that this benefits whole communities. Satisfaction with these types of activity is very localised as the community benefits directly in comparison to service wide improvements which tenants may not be aware have taken place.

2. Principles

The Tenant Engagement Strategy sets out the objectives to achieve its vision. It takes its lead from the Council Strategy and the Housing Strategy.

The Council Strategy sets out the objective 'Be proactive in our tenant engagement, achieving effective representation and insight across all tenant and customer groups'.

The Housing Portfolio Plan includes the objective of 'Make more effective use of the survey of tenants and residents through better use of data and wider engagement'.

The Housing Strategy includes as one of its priorities `To engage with residents and create cohesive communities.

The approach taken will respect the principles of the WCC Consultation Charter once finalised. This Consultation Charter sets out five overarching standards for Winchester City Council consultations*. (The term consultations is used when we are seeking views on our proposals. Sometimes, we will call this ‘engagement’ when we ask others to help us develop proposals together.)

Real - Timely – Inclusive - Clear – Responsive

As far as practicable, we will seek to ensure all our consultations meet these standards.

3. The Challenges

- **Representative Engagement**

Our Tenants Satisfaction Survey (STAR) tells us that as a general rule tenants who are under the age of 55, live in the Winchester area, live in general needs housing and are not entitled to housing benefit are more likely to be less satisfied.

However our current involvement structure doesn’t engage those who are less likely to be satisfied with the housing service especially in terms of age and therefore involvement may not take account of their priorities. Table 1 shows the disparity between those involved and our customer base

STAR 2017 also tells us that 74% of tenants are satisfied with opportunities to make views known and 8% are dissatisfied. Apart from the biennial STAR Survey our current structure is significantly meeting based. This approach to capturing views may represent a barrier for some customer groups engaging with the council to share their views.

Table 1 – Comparison of All tenant and Involved Tenant Profile

Age Group	All tenants	Involved Tenants*	STAR Respondents
16-34	12.3% ¹	0	6%
35-54	31% ¹	12%	25%
55+	52% ¹	88%	69%
DOB unknown	5% ¹	0	0
City	55% ²	53%	Survey stratified to be representative
Rural	45% ²	47%	
General Needs	91% ³	84%	
Sheltered	9% ³	16%	

Notes

¹Orchard Report date – 02.08.17

² STAR Data file - February 2017. Based on tenancies not tenants. General Needs only

³ STAR Data file - February 2017. Based on tenancies not tenants

* Involved tenants are those who are part of TACT, Mystery Shoppers, Performance Review Groups, Readers Panel, Scrutiny exercises.

- **Matching the Governance timetable**

The Council strategy requires that improvements are made to how we use our data. Members have stated the importance of having service users' feedback when taking service decisions.

Involved Tenants have reported their frustration with the meeting timetable allowing little time to provide a response to Committee papers.

Both members and tenants have reported the value of joint workshops along with officers as an approach to debating Service challenges and agreeing priorities and policies.

- **Timely Feedback & Effective Communication**

TACT feedback is that tenants are unaware of how their views have been taken into account. This is supported through STAR 2017 results that 71% were satisfied that their views were listened to and acted upon, 10% were dissatisfied.

Failing to provide timely and meaningful feedback acts as a barrier to engaging tenants in future if they have given their valuable time to share their views and they feel these are not valued as a consequence of not being informed how those views were taken account of.

Tenants involved in scrutiny exercises have reported frustration with the time it takes to receive from officers of the Council the information their need to effectively challenge service delivery as well as the outcome of scrutiny exercises.

- **Close scrutiny & effective performance monitoring**

To facilitate effective scrutiny investment will be required to ensure service users are informed and skilled to enable them to challenge performance information. The information presented to service users should mirror that presented to Councillors.

- **Achieving value from Community Activities**

The importance of community activities was highlighted at a recent Housing Quality Network Conference on the Rules of Engagement. Community action days are key to reaching people and achieve effective engagement by starting with the local interest to build networks to engage on the wider service issues. Ensuring the benefit of community events is fully realised can be challenging.

It's also recognised that this is of wider community benefit beyond tenants and housing and links in with the work of other Council teams. To ensure maximum value is derived from these opportunities and that the tenant involvement team with its specialist skills can act as a resource to support but not necessarily lead on these events.

4. Tenant Engagement Strategy Priorities

The Strategy priorities are set around tackling the challenges above in order to achieve its vision and the Council Strategy objective.

- Engagement is representative - The views of all tenant groups are known and contribute to shaping and improving their services.
- Engagement works to support the governance framework - There is clear evidence to support business decisions.
- Effective feedback - All tenants are aware that their views have been listened to and acted upon
- Effective challenging scrutiny
- There's a commitment from across the City Council to share responsibility to deliver community investment activities
- Tenants are satisfied with the opportunities to make their views known

Appendix 1 sets out the actions around achieving these priorities.

5. Tenant Engagement Service

While this team leads on both engagement and involvement, it is recognised that this is a responsibility for all service teams and the Tenant Engagement Service will support the other Landlord Teams in their engagement functions.

While the service is funded from the HRA and as such is targeted at tenants, the skills within the team are a resource which other service user groups could make use of. In future the arrangements for this could be explored.

Broadly the service has 3 elements:

- Main activities
Defined as the programmed and formal, ongoing structure used to collect and test views, that link directly to service improvements and priority setting.

Where further more detailed investigation including scrutiny is required follow up activities will be employed. These will be of a task and finish nature.
- Reactive activities
Defined as activities which are not formally planned but generate useful feedback on how the service can be improved. E.g. Winnall Chute Community event
- Supported activities
Defined as engagement functions where the team has particular skills that make them a resource to assist and support a task but not lead.

These activities do not always formally feed into the decision making process but add value as directly visible and local service improvements which are meaningful to local residents.

The diagram in Appendix 2a sets out the revised Tenant Engagement Structure how the elements link together and work to inform business decisions.

The table in Appendix 2b explains the role and format of the 3 key elements of the Main activities which are:

- The Tenants Panel
- TACT
- TenantLink – a programme of digital surveys

These are supported by follow up activities which are:

- Scrutiny Task and Finish Group
- Focus Groups
- Mystery Shopping
- Consultation Event

Tenants Panel will liaise with officers to determine the appropriate option to explore tenants views by topic.

6. Tenant Engagement Timetable

Set out in Appendix 3 is the timetable for committee papers to ensure the Tenants Panel and TACT get an opportunity to comment.

7. Monitoring and Review

The effectiveness of this strategy will be monitored through:

- Involvement profile
- Tenant Panel Annual Report
- Tenant Satisfaction Survey (STAR - Survey of Tenants And Residents) using both comparators with other service providers (as set out in Table 2) and developing Winchester specific performance indicators where required

Table 2 – STAR Performance Indicators

STAR Tenant Satisfaction Survey Indicators	2017 Results
Listens to views and acts on them (Core Indicator)	71%
Being kept informed about things that may affect them as a tenant	84%
Opportunities to make views known	74%

Effectiveness may be further measured through other STAR indicators for areas where involved tenants have been active in addressing performance issues for example getting hold of the right person, finding it easy to contact Housing by telephone.

Appendices

- 1 - Action Plan
- 2a - Tenant Engagement Activities Diagram
- 2b - Tenant Engagement Structure Table
- 3 - Tenant Engagement Timetable

Tenant Engagement Strategy Action Plan

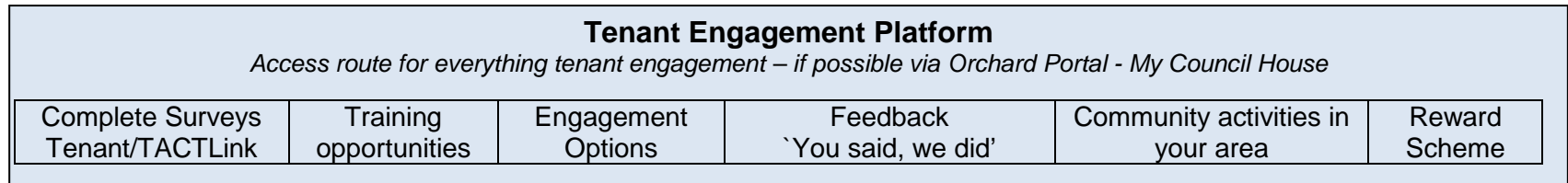
Priority	Milestones/Objectives	Target date	Lead Officer	Performance measurement
Engagement is representative The views of all tenant groups are known and contribute to shaping and improving their services.	Digital Surveys – ‘TenantLink’ <ul style="list-style-type: none"> Agree annual programme of surveys Build a Group of tenants happy to receive surveys on a regular basis Prepare and circulate surveys – ideally digitally (linking in with Citizen Lab - the corporate digital engagement tool) (postal if engages tenants not engaged through other means) Prepare reports for Tenants Panel on responses received. Feedback outcomes directly to those who complete When available post surveys and reports on Tenant Engagement Platform 	Apr 2018 – March 2019	Part time (PT) Tenant Engagement Officer (tbd)	Involved tenant profile reported through Tenant Panel Annual Report
	Social Media <ul style="list-style-type: none"> Make improved use of social media to engage with underrepresented customer groups. Link in with Tenant Panel Communication Strategy 	Apr 2018 – March 2019	Full time (FT) Tenant Engagement Officer (HW)	
	Reward Scheme <ul style="list-style-type: none"> In conjunction with the Tenants Panel investigate an incentive scheme to encourage more tenants to be involved such as high street shopping vouchers, rent reductions, training. Attribute value to any form in which tenants take time to give their views. Liaise with the Head of Housing Finance regarding cost implications. 	Apr 2018	PT Tenant Engagement Officer (tbd)	

<p>Engagement works to support the governance framework.</p> <p>There is clear evidence to support business decisions.</p>	<p>Involvement Timetable</p> <ul style="list-style-type: none"> • Set out Tenant Panel and TACT Meeting Timetable to ensure meetings allow time to add response to committee papers. • Housing officers to refer to the timetable when preparing committee reports <p>Tenant Panel Annual Report</p> <ul style="list-style-type: none"> • Portfolio Holder comment on effectiveness of Tenant Panel <p>Data</p> <ul style="list-style-type: none"> • Housing Officers to include in Committee papers data and customer insight available along with consultation details to support service improvements, priorities, policy recommendations. • Housing officer data needs to feedback into the Survey programme. <ul style="list-style-type: none"> • Actions arising from Tenant Satisfaction Survey (STAR) to be written into business plans • Tenant Satisfaction Survey (STAR) opportunity to be maximised to test service priorities and inform and service improvements. <p>Joint tenant and Councillor Workshops</p> <ul style="list-style-type: none"> • To be arranged to inform stakeholders and debate approaches to issues arising 	<p>Jan 2018</p> <p>March 2019</p> <p>ongoing</p> <p>ongoing</p> <p>Jan 2018</p> <p>Feb 2019</p> <p>ongoing</p>	<p>PT Tenant Engagement Officer (TL)</p> <p>All Housing DMT</p> <p>PT Tenant Involvement Officer (TL)</p> <p>All Housing DMT</p> <p>Part time (PT) Tenant Engagement Officer (tbd)</p> <p>All Housing DMT</p> <p>Head of Policy and Projects.</p> <p>All Housing DMT</p>	<p>Cabinet Housing Committee Reports</p> <p>Portfolio Holder for Housing Feedback</p>
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Effective, challenging scrutiny	Tenants Panel	ongoing	All Housing DMT	Tenant Panel Annual Report
	<ul style="list-style-type: none"> Officers commit to process & providing timely information 	ongoing	PT	
	<ul style="list-style-type: none"> Process project managed 	ongoing	Tenant Engagement Officer (TL)	
	<ul style="list-style-type: none"> Clear outcomes from the outset 	ongoing		
	<ul style="list-style-type: none"> Panel recommendations based on robust evidence only from officers, STAR, follow up involvement activities, Surveys. 	March 2019	PT Tenant Engagement Officer (TL)	
	<ul style="list-style-type: none"> Prepare Annual Report on the work of the Panel and it's Achievements 			
	Performance Information	Jan 2018	PT Tenant Engagement Officer (TL)	
	<ul style="list-style-type: none"> Format of performance information to mirror that presented to members 	March 2018		
	<ul style="list-style-type: none"> Indicators to be streamlined to key service delivery priorities for tenants and members 	Jan 2018 March 2018	PT Tenant Engagement Officer (TL)	
	Training	ongoing	FT & PT Tenant Engagement Officer (HW&TL) All Housing DMT	
	<ul style="list-style-type: none"> Carry out skills audit of panel members once roles known to equip them then to be effective in their role. 			
	<ul style="list-style-type: none"> Prepare a programme of training based on outcome of skills audit 			
	Scrutiny Exercises			
	<ul style="list-style-type: none"> Tenant Panel to determine topics for Scrutiny 			
	<ul style="list-style-type: none"> Tenant Involvement officer allocated to be project lead and support to set out scrutiny exercise tasks, timetable and deadlines linking to a committee timetable 			
	<ul style="list-style-type: none"> Clear outcomes from the outset 			
	<ul style="list-style-type: none"> Officers commit to providing timely information 			

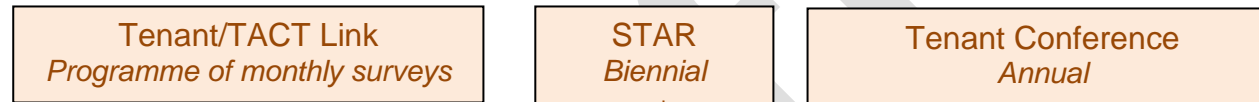
<p>Community Activities</p> <p>Ensure there's a commitment from across the City Council to share responsibility to deliver community investment activities</p>	<p>Determine the corporate approach required to provide a coordinated direction and focus for this work to deliver Council Strategy aim.</p>	<p>2018 - 2020</p>	<p>Corporate Head of Housing</p>	
<p>Tenants are satisfied with the opportunities to make their views known</p>	<p>See previous Actions around</p> <ul style="list-style-type: none"> • Tenants Panel • TenantLink - Digital Survey • On line engagement platform 	<p>June 2019</p>	<p>as above</p>	<p>Tenants Satisfaction Survey (STAR) Library Indicator</p>

Appendix 2a



Access

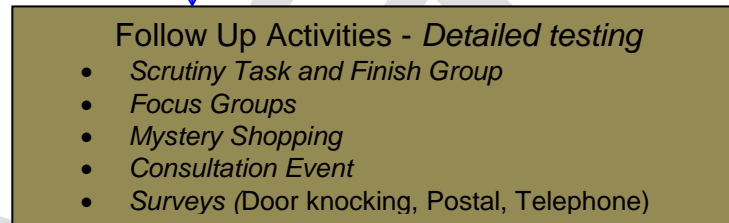
Collect Views



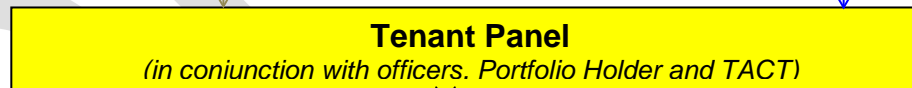
**Scrutiny of Performance Indicators
Determine Areas for detailed investigation**



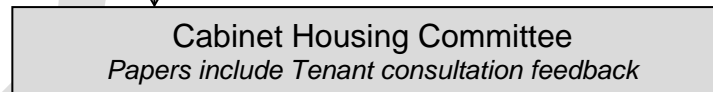
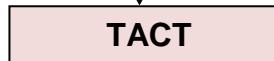
**Targeted information gathering
(If required)**



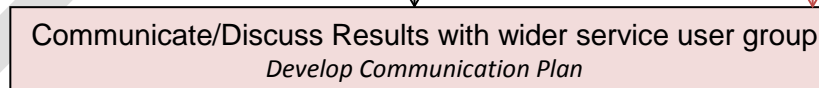
**Review Results
Propose Service Changes
Prepare Feedback for Committee Papers**



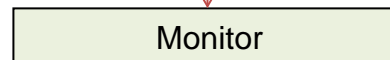
Agree Service Changes



Results Reporting



Monitor



Appendix 2b – Tenant Engagement Structure Table

	TACT Link	Tenant Panel	TACT
Role – headline	Information collection	Performance Review Scrutiny – Engagement lead	Wider debate & Information Sharing
Role – detailed	<p>Research and data function of tenant engagement – collecting tenants’ views to inform the Panel and enable them to determine priorities.</p> <p>Annual programme – agreed at start of financial year.</p> <p>Programme content determined by service planning, STAR and tenants’ priorities, Scrutiny.</p>	<p>Determines the direction and focus of tenant engagement work programme.</p> <p>Receives Information on</p> <ul style="list-style-type: none"> • Performance • Tenants Views <p>Information/data received mirrors information received by Councillors. At Cabinet Hsg Cttee.</p> <p>Monitors key performance indicator information determined by the sector and district tenants.</p> <p>Meets with Housing Officers and challenges performance.</p> <p>Determines follow-up activities – Detailed Testing.</p> <p>Determines scrutiny group members who are able to commit to intensive investigation over short period.</p> <p>Agrees policy and priorities proposals for referral to Cabinet Housing Committee.</p> <p>Attendance at Cabinet Housing Committee and coordinates responses and comments for papers.</p> <p>Works with officers to deliver an Annual Tenant Conference.</p>	<ul style="list-style-type: none"> • Key body to achieve ensure Information sharing and feedback between Winchester City Council and wider service users group. • Receives feedback on the work of Tenants Panel and the Tenants Panel Annual Report. • Briefings on topics of interest. • Collecting views for Cabinet Housing Committee reports
Format	digital & postal surveys	meeting	meeting

	Tenant Link	TACT Panel	TACT
Structure	<p>Proposed agreeing with officers and Tenant Panel a programme of approx. 9 -10 surveys throughout the year with specified topics.</p> <ul style="list-style-type: none"> • Week 1 – survey • Week 2 – report drafting/physical meeting with lead officer • Week 3 – feedback to tenants (you said, we did) • Week 4 – prepare next survey 	<p>Min 5 meetings per annum</p> <p>Scheduled to allow feedback to be added to Cabinet Housing Committee papers.</p>	<p>Bi-monthly – 4 formal meetings which mirror the timetable for Cabinet (Housing) committee.</p> <p>Plus 2 less formal Summer and Winter social get togethers (no agenda, no minutes, no housing officer presentations, but invitations to other Community Groups)</p>
Tenant Engagement Team Support level	Tenant Involvement Officer to allocated responsibility to fully lead.	Tenant Involvement Officer to allocated responsibility to fully support, including sending out agendas, preparing minutes, arranging housing officer attendance, circulation of performance information plus usual event arrangements e.g. transport.	Tenant Involvement Team support by administration including sending out agendas, arranging transport and assist committee to arrange social get togethers
Group Leadership	none required	Determined by Panel members	TACT Committee
Group Membership	open to all tenants	Ballot of Involved tenants to determine membership. min 2 years involvement commitment.	open to all tenants
No of members	open to all tenants	9 – 11	open to all tenants
Skill level	none as open to all	Specialists – supported by training	none as open to all
How are outcomes communicated	<ul style="list-style-type: none"> • All tenants via Engagement Platform – Bullet Report and • Personalised to those who have returned survey. 	Receives headline and detailed reports and 121s with officers	Determined by TACT Committee and Tenant Panel

Appendix 3 - Tenant Engagement Timetable

Tenants Panel Meeting Date Tuesday before or of CMT deadline	CMT DEADLINE & Meeting Date (Wednesdays) Final draft deadline	TACT Meeting Date Tuesday after CMT deadline	REPORT DEADLINE (2 weeks after CMT) (Dispatch the following day) 10 days after CMT deadline	Cabinet (Housing) Meeting Date
	Fri 8 Sept 17 for CMT 13 Sept 17	Tues 19 Sept 2017	Mon 25 Sept 2017	Wed 4 Oct 17
Thursday 2 nd Nov 2017 tbc Training session	Fri 27 Oct 17 for CMT 1 Nov 17	Informal TACT Tues 17 Oct 17 AGM – 28 Nov 17	Mon 13 Nov 17	Wed 22 Nov 17
Tues 19 Dec 17 – 6pm 1 st elected panel meeting	Fri 5 Jan 2018	19 Dec 2017 – 2pm Christmas Social	Mon 22 Jan 18	Wed 31 Jan 2018
Tues 13 or 20 Feb 18 - tbc	Fri 23 Feb 18	Tues 27 Feb 18 tbc	Mon 12 Mar 18	Wed 21 Mar 18
Tues 17 April 18 – tbc		May 2018 Summer social		Purdah
Tues ? June 18	Fri ? June 18	June 2018		June/July Outturn Report
September 2018		September 2018		
November 2018		AGM - November 2018		

Key
tbc – to be confirmed
CMT – Corporate Management Team