



Tenant Participation Strategy

(2014)

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Introduction

Cadwyn aims to ensure that our customers are actively involved in the Association. We recognise that tenant involvement is intrinsically linked to delivering good customer service and contributing to our success as a business. We are committed to working in partnership with our tenants on local, community and national initiatives which ultimately affect our services.

Cadwyn has a strong reputation for delivering innovative involvement opportunities that benefit the organisation, its tenants and communities and has nurtured a mainstreamed approach to involvement within the organisation. This Tenant Participation Strategy and its accompanying action plan aim to build upon the Association's successes whilst continuing to seek new opportunities that will help tenants and communities realise their potential.

This Strategy sets our approach to tenant involvement and how we enable and encourage them to be involved.

Our Vision

We will listen to our tenants, value their contribution and be interested in what matters to them. We will enable and encourage tenants to have their say and work together with us to shape and improve services.

How we will achieve our vision

Cadwyn staff will work together with tenants to achieve our vision by;

- **Focusing on people not processes.**
We will listen to our customers and their experiences. We will value their opinion, take action, keep them informed and celebrate the improvements that have been made as a result of their involvement.
- **Delivering a holistic service across the Association.**
Involving tenants is everyone's responsibility and is intrinsically linked to providing good customer service. We will embed a culture that makes every contact count.
- **Ensuring we have the right information** on all our tenants and that we are using it effectively to tailor and target services and contribute to future growth.

Involvement opportunities are available to all Cadwyn customers – whether they are Cadwyn tenants, Nightingale House residents, tenants of Calon Residential Leasing and Can Do private lettings. Different opportunities may be available to customers of different parts of Cadwyn's business, depending on their appropriateness to individuals and groups. All our involvement opportunities seek to reflect and involve the diversity of our tenants and the communities in which they live.

This Strategy will focus on detailing opportunities that are available specifically for Cadwyn tenants, highlighting where these opportunities are open to other individuals and groups. Nightingale House publishes its own Involvement Framework for residents.

Cadwyn tenants have the right to have a say

We encourage and support the rights of tenants to be involved in and contribute to our policies and services. We recognise that this can provide a better service to tenants by actively seeking their views on policy and involving them in delivery of this policy.

We will work to make sure that all tenants have their rights to get involved, as set out in the Welsh Government's revised Regulatory Framework for Housing Associations, and in their accompanying Tenants' Guarantee.

These rights include the right to...

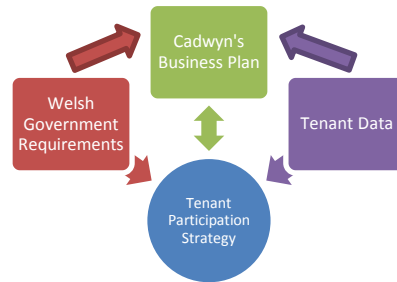
- receive information about what Cadwyn does
- be consulted about any proposed changes to our policies or procedures
- get involved and have a say in our work
- be represented on our Board of Management

We will provide all tenants with clear, regular and easy to understand information about the service. The information will include:

- A copy of the Tenants' Guarantee
- An annual report giving information about our performance
- Any proposed changes to housing management and maintenance policy or practice
- Tenants' newsletter
- Tenants' handbook
- Our website and a range of social media platforms
- Information on how to become a shareholding member of Cadwyn

Developing the Strategy

There are three key elements that shape and influence our Tenant Participation Strategy.



Welsh Government's Delivery Outcomes

The Association is regulated by the Welsh Government. The regulatory requirements set out a number of outcomes which the Association is expected to meet:

- We place the people who want to use our services at the heart of our work – putting the citizen first
- We live public sector values, by conducting our affairs with honesty and integrity , and demonstrate good governance through our behaviour
- We make sure our purpose is clear and we achieve what we set out to do – knowing who does what and why.
- We are a financially sound and viable business
- We engage with others to enhance and maximise outcomes for our service users and the community
- We build and renovate homes to a good quality
- We let homes in a fair, transparent and effective way
- We manage our homes effectively
- We repair and maintain homes in an efficient, timely and cost effective way
- We provide fair and efficient services for owners

Cadwyn's [Housing Association Regulatory Assessment](#) (HARA) was published in September 2012. Tenant involvement priorities identified in the review were to;

- Involve tenants more effectively in service design, implementation, performance monitoring and scrutiny.
- Have more comprehensive tenant profiling data to more effectively tailor and target services.
- Involve tenants more effectively across the organisation.

This Strategy addresses these priorities in its three key principles through its commitment to embed the involvement of tenants across all departments in the Association and by identifying the importance of accurate profiling data to enhance service provision. A Tenant Scrutiny Panel was established at Cadwyn in 2013 to review and scrutinise performance. The mechanisms to deliver these priorities are detailed within the accompanying Action Plan.

See Appendix A for details of the Review of Tenant Participation.

Cadwyn's Mission, Vision and Values

Cadwyn's Tenant Participation Strategy and Action Plan support the organisation's mission, vision and values.

Our **mission**: *Cadwyn provides good quality homes and builds communities through partnership and innovation.*

Our **vision** is *to be leading and innovative, enabling people and communities to realise their potential.*

Our **values**:

- Be business like
- Empower staff and tenants
- Aim for excellence in everything we do
- Committed to sustainability
- Be accountable
- Be innovative
- Achieve equality and diversity
- Have personal and organisational integrity.

Our key organisational **outcomes**:

People live in well managed and maintained homes -

- Meet and maintain the Welsh Housing Quality Standard
- Improve the overall level of satisfaction with the standard of home
- Improve the number of tenants who feel safe in their home
- Increase the number of anti-social behaviour cases resolved
- Reduce the volume of repeat anti-social behaviour offences
- Increase the total number of homes available to people in need.

Our Strategy and TP activities will contribute to people living in well managed and maintained homes by ensuring tenants are central to the operation of the Association, with tenants involved in service policy, delivery and review

Communities are strong and resilient –

- Increase the number of tenants gaining skills and knowledge through our involvement
- Increase the number of tenants who volunteer
- Increase the number of placements and volunteers who have obtained employment within 6 months
- Increase the number of tenants capable of managing their finances.

Our Strategy and TP activities will contribute to strong and resilient communities by ensuring that tenants are encouraged and supported to achieve their potential. We will establish and support links between tenants and organisations working in the wider community.

Cadwyn is a strong and independent social enterprise valued for its contribution -

- Validated by Auditors and Regulators

- Skilled and motivated staff and board members
- Financial performance exceeds the prudent plans in place; £'s Savings, increased grant received

Our Strategy and TP activities will contribute by ensuring tenants are informed and engaged in our business and have the skills to participate at board level. We can demonstrate value for money and tenants are satisfied with what we do.

People live and work in environmentally sustainable homes, workplaces and communities –

- More warm homes
- Less CO2
- Fewer car journeys

Our Strategy and TP activities will contribute to environmental sustainability by supporting and promoting initiatives that benefit tenants and communities.

The principles of this Strategy are reflected in departmental plans and other strategies developed by the organisation including;

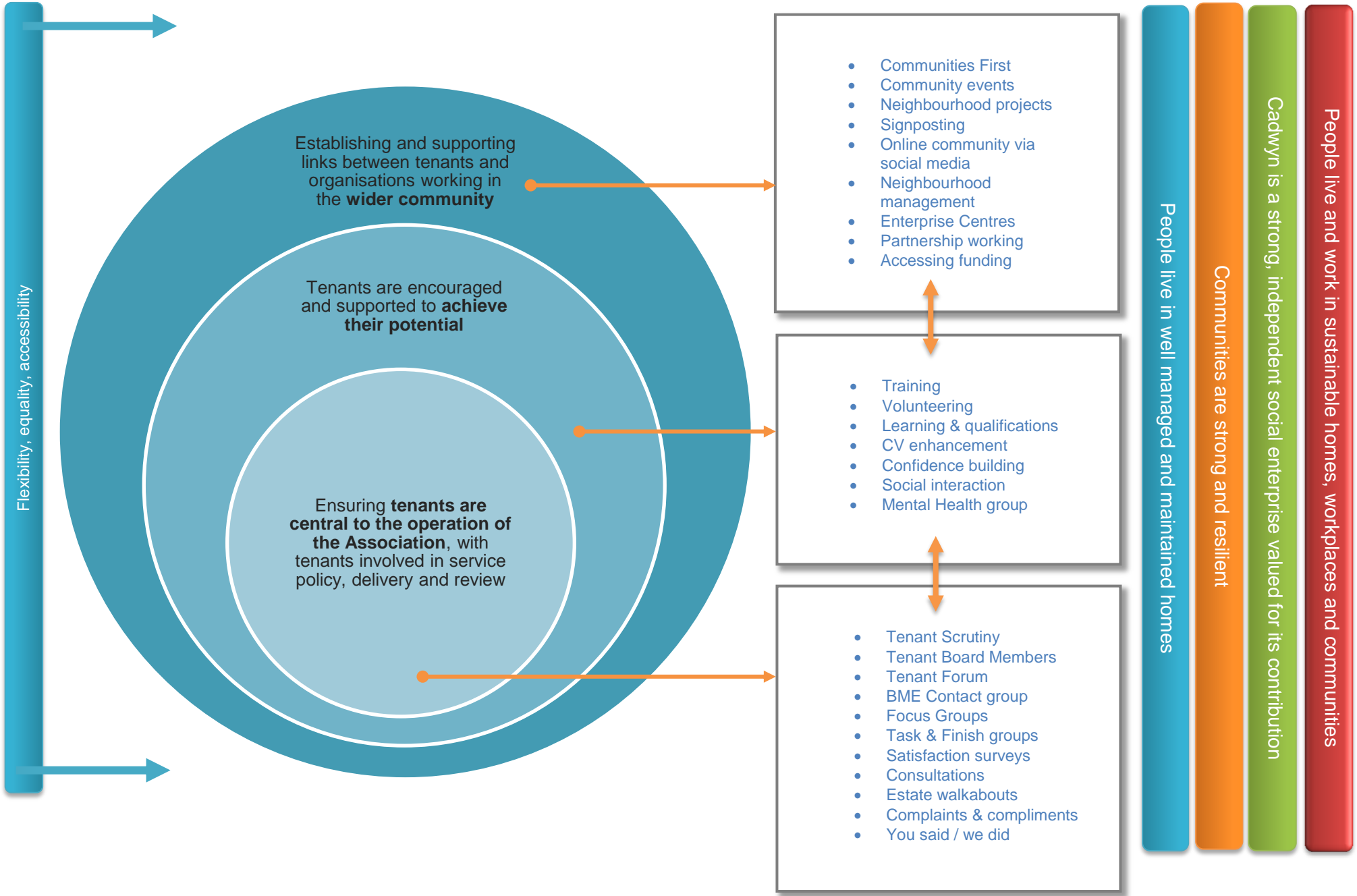
- Digital Inclusion Strategy
- Financial Inclusion Strategy
- Older Persons Strategy
- Energy Efficiency Strategy

Illustrating how the Tenant Participation Strategy contributes to organisational outcomes

Tenant Participation Objectives

Activities

Key Organisational Outcomes



Flexibility, Equality and Accessibility

It is important to Cadwyn that the demographic of our involved tenants reflects the wider community, and the opportunities we provide encourage involvement from all members of the community. We have profiling information on the demographic of our tenants (see appendix) and will use this to tailor and target services. We aim to remove barriers to participation arising from ethnicity, geographic location, special needs, language, age, sexual orientation or disability. We actively promote equality in involvement by;

Offering alternative languages and formats including braille, audio and large print. We aim to keep our written communication easy to understand.	Providing Equality and Diversity training to staff and tenants.	Holding a range of different types of involvement opportunities, in different areas at different times, such as community roadshows, online consultations, social events & formal meetings.	Using the expertise of the BME Contact Group to enhance our provision to our BME tenants.
Supporting Cardiff Mardi Gras, consulting with and promoting our services to festival goers.	Linking customers with TPAS Disability Network, local community groups.	Supporting our Mental Health friendship group, <i>Tea, Toast and Talking</i> .	Providing opportunities for young people to get involved in projects, consultations and community activities.
Continuing to gather equalities data on all tenants, and analysing it appropriately to continue to improve services.		Developing mutually beneficial relationships with equalities agencies and service providers to further enhance services.	

We use a range of methods to inform and engage with tenants...

Face-to-face	Text messaging	Letters	Tenants' Handbook
Leaflets	Cadwyn website	Social Media	Looking Local
Email	Newsletter	Phone	

We tailor our communications to meet individual needs by...

Keeping our tenant database updated with communication requirements.	Offering alternative languages and formats including braille, audio and large print.	Using the expertise of our BME Contact Group to enhance our provision to our BME tenants.	Taking into account if tenants need extra time to answer the door, or if they have specific visiting requirements.
Listening to our tenants and responding to their requests.			

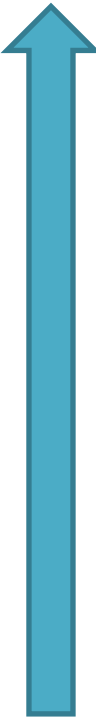
We make it easier to get involved by...

Providing information in different languages or formats	Supporting tenants to access training to help them realise their potential	Providing information to keep tenants informed	Holding meetings in accessible venues and at a range of times
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Offering assistance with childcare so participants can attend activities or training	Paying travel expenses to help participants access certain activities	Enabling tenants to have their say via online consultations and surveys	Finding out what tenants want to achieve to guide them towards the activities that will help them achieve their goals
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Opportunities for involvement and level of influence

Cadwyn provides a range of opportunities for tenants to learn about, have their say on and be part of developing the services Cadwyn provides. Tenants can choose the level of involvement that suits them and we acknowledge that not all tenants will want to participate, however, it is vital that all tenants know we welcome their contribution. We will promote the opportunities available, time commitment required and level of influence and enable their involvement. The **degree of influence** of each involvement opportunity, as illustrated below, is not mutually exclusive under these headings as many participation and consultation opportunities also have potential to shape services.

Increasing level of commitment from participants Increasing level of direct influence on service from activity		Shaping Services	Tenant Scrutiny Panel Tenant Forum Board of Management Organising groups, social activities or events
	Participation	Focus groups Task & finish groups Special interest groups Social groups Volunteering opportunities Community-based projects BME contact group Mystery shopping One-to-one conversations Organising or attending social activities and events	
	Consultation	Cadwyn's Tenant Satisfaction Survey Changes to services, policies or procedures Estate walkabouts Home improvements – kitchens and bathrooms One-to-one conversations Social activities and events	
	Information	Cadwyn's newsletter Cadwyn's website and social media Service leaflets Accessible formats Feedback on services You said / We did One-to-one conversations Social activities and events	

Tenants can be involved in any number of groups or activities, with the exception of Tenant Scrutiny Panel members who cannot also be Board members.

We acknowledge that tenants have different aspirations, interests, needs and capacity but overall are most likely to respond to the issues that have a direct impact on, or benefit to, them. We aim to encourage the broadest range of involvement by making every contact count. We will encourage

and value involvement on a one-to-one basis or via informal activities, social events in addition to formal meetings and groups.

We will use our profiling information and feedback from tenants to inform future direction and opportunities on an ongoing basis.

Resources

Cadwyn has a full-time **Tenant Participation Officer**. The Tenant Participation Officer will support staff and managers to ensure there is a consistent and effective approach to involvement across the Association. Our Tenant Participation Officer is also responsible for;

- Facilitating and co-ordinating involvement opportunities
- Organising and supporting training for tenants on TP activities
- Helping tenants establish groups
- Monitoring and reporting progress on delivering the Strategy.

All Cadwyn staff are responsible for delivering the aims of this Strategy, regardless of which part of the service they deliver. We believe this is vital to maintain strong relationships between Cadwyn and tenants and to deliver the best service. Staff can involve tenants via a range of methods including;

- Formal or informal meetings with tenants, individually or as a group
- Conducting satisfaction surveys and consultations
- Leading focus groups or task and finish groups on their service area
- Organising community-based activities to engage residents
- Listening to tenants comments, requests and complaints and acting upon them appropriately.

All staff receive an induction on tenant participation and have opportunity for additional training and ongoing support from Tenant Participation Officer, the Realise your Potential team and external training providers.

Other sources of reference and good practice for Tenant Participation:

Welsh Tenants Federation

Milbourne Chambers
Glebeland Street
Merthyr Tydfil CF47 8AT

Tel: 01685 723922

email: enquiries@welshtenantsfed.org.uk

web: www.welshtenantsfed.org.uk

TPAS Cymru

The Unite Building
1 Cathedral Road
Cardiff
CF11 9DS

Tel: 029 2023 7303

Fax: 029 2034 5597

Email: enquiries@tpascymru.org.uk

Web: www.tpascymru.org.uk

Budget

Cadwyn has an annual **budget** dedicated to tenant participation activities, which is reviewed each year. The budget for 2014/15, running March to April is £21,000. Our participation budget is funded primarily through rents and other income received, however, additional fundraising for events and activities may be generated throughout the year.

Within this budget there are specific allocations for Tenant Scrutiny Panel, Cadwyn Newsletter, service improvement group sessions and the Tenant Resource Room. There is also funding allowance for resident groups, estate and community activities, tenant training, attendance at seminars and conferences, and to support development of new groups or projects.

The budget includes funding for;

- Training for tenants, staff and board members
- Running costs of sessions, eg venue hire
- Travel, childcare and carer's expenses
- Refreshments, raffle prizes and some social events
- Attendance at conferences

Individual tenants and tenant groups can make an application to Cadwyn for funding to enable them to deliver projects or to assist them in accessing work or learning which contribute to our organisational outcomes.

The tenant participation budget is monitored on a monthly basis. It is reviewed annually with tenants to get feedback on expenditure, changes to budget allocation and proposals for the following year.

We will seek out **partnership working** and **external funding** opportunities to support future projects that help us to meet our aims, offer value for money and deliver priority outcomes. We will plan based on current resources, but where necessary develop a business case for additional resources to grow service areas where there is a need and demand.

During the 2013 review of tenant participation, it was highlighted a number of staff had skills and experience that could help develop our tenant participation opportunities. We will regularly carry out skills audits of staff and volunteers to maximise our capacity to deliver a range of opportunities in-house.

Monitoring and Review

To monitor and evaluate the success of our Tenant Participation Strategy we will;

- Record all tenant involvement and providing regular feedback to tenants and Board.
- Use results based accountability (RBA) measures to record key indicators of tenant satisfaction and organisational performance. These are reported to our Board of Management on a monthly basis.
- Collate satisfaction feedback from tenants who have received our services.
- Conduct a survey of all tenants every three years to get feedback on tenant satisfaction and identify tenants' priorities, which contribute to our business plan.

- Consult with tenants about any recommendations for changes to this Strategy.
- Keep records of consultations, attendance and involvement activities and reviewing these on a regular basis to ensure a broad range of Cadwyn's tenants have been represented.

Our Tenant Scrutiny Panel can request to review the Tenant Participation Strategy at any time.



Tenant Participation Strategy (2014)

Appendices

Appendix A [Review of Tenant Participation](#)

Appendix B [Cadwyn Tenant Profile Data](#)

Appendix C [Issues for consultation](#)

Appendix D [Tenant Scrutiny Panel Terms of Reference](#)

Appendix E [Tenant Participation Action Plan \(to follow\)](#)

Appendix A

Review of Tenant Participation 2011-2013

Our Tenant Participation strategy was last updated in 2011.

Key outputs 2011 – 2013: What we have achieved since the last Strategy review	
✓ Introduction of Realise your Potential	✓ Tenants are empowered and have opportunities to build and develop skills ✓ Tenants are encouraged and supported to achieve their potential ✓ Tenants are central to the operation of the Association ✓ Tenants are involved in service policy, delivery and review ✓ Established and supported links between tenants and organisations working in the community
✓ TEG funding awarded to introduce a Tenant Scrutiny Panel	
✓ Scrutiny Panel undertake 2 reviews – complaints and communications.	
✓ More tenants regularly involved in BME contact group	
✓ BME group held a Housing & Welfare Reform information event for BME communities.	
✓ More Community roadshows promoting health & well-being, supported by tenants and community organisations.	
✓ More staff taking the lead on service improvement consultations, voids, planned maintenance and service charges further mainstreaming TP	
✓ Became a partner of Ely Caerau Time Credits to enable involved customers to earn time credits for participating in Cadwyn activities	
✓ Development of tenant-led Mental Health friendship group	
✓ Increase in tenant volunteers within and outside the Association	
✓ Partnership working with more external agencies to enhance service provision and VFM: Sport Cardiff, Street Games, Stop Smoking Wales, C3SC, Re-Create, Gofal, DofE, Novus, local schools, Communities First, .	
✓ Review of tenant and community involvement in 2013	

Our revised Tenant Participation Strategy (2014) has been developed in consultation with tenants and staff. This development process includes;

- A review of TP activity across the organisation with staff and tenants (2013)
- Taking into account informal feedback from tenants on TP during group meetings and events
- Postal and online survey to tenants on what matters to them, which developed the vision and further focused the direction of the Strategy (2014)
- Focus group meeting with tenants to agree the final Strategy document (2014)

The review sessions in 2013 identified areas for improvement and potential actions listed in the table below. They have contributed to the direction of the Strategy and will contribute to the Strategy Action Plan, where appropriate:

Weaknesses	Action to address weakness
Disjointed service, with duplication of provision in some areas, between existing TP and Realise your Potential (RyP).	<ul style="list-style-type: none"> ✓ Further SWOT analysis + mapping to clarify opportunities ✓ Streamline process to make it more efficient and tenant focused ✓ Introduce a clear, shared access route into RyP / TP via membership form and shared database of involved tenants. ✓ Involved tenants are considered volunteers or 'members'
Declining numbers in many existing TP groups incl; TACT, So Shall I's, camera club, Jubilee Gardens Eco Club.	<ul style="list-style-type: none"> ✓ Acknowledge that priorities change, people move on and that what we offer shouldn't be directed by fitting a schedule. Retire groups where there is little interest or motivation. ✓ TACT sessions are led by departments and run on service need basis ✓ Community groups are supported by HO or local community organisations ✓ Signpost tenants to existing community groups, rather than establish 'Cadwyn community' groups.
Roadshows are appreciated by tenants, although only a minority attend, but do not represent good value for money in current format.	<ul style="list-style-type: none"> ✓ Estate management and scheme activities to be led primarily by Housing or Technical officers. ✓ More tenant engagement on general inspections to ensure involvement at this level ✓ Community social events held on need basis
Open-ended groups or projects not delivering outcomes, finding it hard to retain members or attract new.	<ul style="list-style-type: none"> ✓ Focus on projects that will achieve outcomes for tenants and Cadwyn and, where appropriate, be sustainable in long term. ✓ Take a more strategic approach to accessing funding that help us achieve organisational outcomes ✓ Focus involvement opportunities on the individual and achieving their goals. Gaps in provision or opportunities can be identified through working with individuals in the first instance. ✓ Signpost tenants to existing community groups, rather than establish 'Cadwyn community' groups.
Opportunities missed through current set up (eg engaging more tenants, delivering more outcomes, utilising and developing staff skills, growth)	<ul style="list-style-type: none"> ✓ Devise new involvement package to clarify opportunities, benefits and accessibility. ✓ Citizen focus – engage and promote via benefits to individuals ✓ Skills audit of staff, deliver training to those who need it. ✓ Growth to service occurs through tenants being given the appropriate opportunities, training and development. More tenant volunteers to facilitate specific projects.

Appendix B

Cadwyn Tenant Profile Data (2013)

	Cardiff	Tenants
Total number	346,090	1289
Gender		
Female	50.9%	58.1%
Male	49.1%	41.9%
Age		
Under 25	35.7%	3.2%
25-34	16.1%	15.6%
35-44	12.9%	23.5%
45-54	12.3%	30.3%
55-64	9.8%	16.4%
Over 65	13.2%	10.9%
Disability		
Disabled	18%	38.5%
Ethnic Origin		
White british	80.3%	68.5%
BME	15.3%	16.6%
Refused		0.2%
Not declared		10.9%
Religion & Belief		
None	31.8%	32.7%
Not declared	7.2%	20.6%
Have a religious belief	60.0%	46.8%
Sexual Orientation		
Heterosexual	Not collected as part of the census	56.8%
Gay		1.5%
Other		2.1%
Bisexual		0.9%
Lesbian		3.8%
Prefer not to say		34.9%
Welsh Speaking		
Fluent	8.7%	1.6%
Marital Status		
Co-Habiting	12.1%	5.0%
Married	38.5%	16.0%
Same sex civil partnership	0.2%	0.2%
Single	49.3%	59.9%
Blank		18.90%
Economic Activity		

Unemployed	6506.5	654 inc retired (50.7%)
Internet access		
Tenants that have a home computer with internet access		51%
Methods of internet access		
From a home computer		48%
Don't access the internet N/R		36%
From a mobile phone		17%
From friends/family computer		14%
Library		13%
At work		8%
TRAP Room		2%
Other		1%
Community Facility		1%

Appendix C

Issues for consultation:

We are required to consult with tenants and tenant groups on:

- Repairs and maintenance
- Housing management issues
- Our Tenant Participation Strategy
- Any change of landlord
- Any rent or service charge increases.

All major policy and procedure decisions and changes will be consulted on with tenants through a variety of methods for maximum response. The following list of service areas are those that we will also consult tenants about, as required. This list is not definitive. It will be reviewed annually and may change over time.

This table highlights potential involvement methods *in addition to* consultation via newsletter, online services and meetings or focus groups, which would be standard for all consultations.

The Tenant Scrutiny Panel has the opportunity to conduct a review on any aspect of our services.

Issue	What this includes...	Examples of involvement methods used...
Allocations	How houses are allocated to waiting list and transfer applicants and how mutual exchanges are dealt with.	<ul style="list-style-type: none"> • Feedback from tenants following sign up at courtesy visit.
Rents & Service Charges	How rents and service charges are set and annually reviewed	<ul style="list-style-type: none"> • Individual questionnaires to all tenants paying service charge. • Working groups of tenants to select new service contractors.
Environmental issues	Issues that affect the living environment of tenants including estate management, refuse disposal, landscaping, car parking.	<ul style="list-style-type: none"> • Estate Walkabouts • Community events • Tenant involvement in partnership working. • Community projects
Anti-Social Behaviour	Neighbour disputes, harassment	<ul style="list-style-type: none"> • Training for tenants
Day to Day Repairs	Response times, quality of repairs, contractor performance.	<ul style="list-style-type: none"> • Tenant attendance at contractor performance meetings. • Satisfaction feedback
Planned Maintenance	Property improvements, major and cyclical repairs.	<ul style="list-style-type: none"> • Satisfaction feedback from tenants who have had improvements carried out. • Estate Walkabouts
Customer Satisfaction	The level of service received by our customers including how we deal with complaints. Compliments, complaints and	<ul style="list-style-type: none"> • Tenant survey (carried out every 3 years) • Feedback from tenants who have made a complaint.

Issue	What this includes...	Examples of involvement methods used...
	suggestions are processed, investigated and outcomes are fed back to tenants.	<ul style="list-style-type: none"> • Estate Walkabouts
Customer Service Standards	How our staff and external contractors are meeting the standards. Any changes to Customer Service Standards.	<ul style="list-style-type: none"> • Mystery Shoppers to test we are adhering to our service standards.
Rent Payment	Methods of paying rent, benefit advice, arrears policy and procedures	<ul style="list-style-type: none"> • Training from relevant providers • Community events on Financial Inclusion issues
New Developments	Scheme layout and house design	<ul style="list-style-type: none"> • Community events • Estate Walkabouts • Feedback from tenants at other new developments.
Equal Opportunities	The effectiveness of our equal opportunities policy	<ul style="list-style-type: none"> • BME Housing Contact Group • Training for tenants
Tenant Participation	The effectiveness of our tenant participation strategy	<ul style="list-style-type: none"> • Training for tenants • Attendance at Conferences and seminars • Estate Walkabouts • Community events • Feedback from tenants
Community Development	Projects and initiatives in areas in which Cadwyn tenants live	<ul style="list-style-type: none"> • Training for tenants • Attendance at Conferences and seminars • Estate Walkabouts • Community events • Feedback from tenants
Local Issues	Where there are issues, proposals or plans for a local area we will consult with tenants in that area.	<ul style="list-style-type: none"> • Existing community groups and networks • Estate Walkabouts • Community events • Feedback from tenants

CADWYN TENANT SCRUTINY PANEL

TERMS OF REFERENCE (v1)

Purpose of Cadwyn Tenant Scrutiny Panel

The purpose of the Scrutiny Panel is to critically assess the effectiveness of Cadwyn services from the tenant's perspective. The panel works to ensure that services meet tenant expectations and that Cadwyn understands what matters most to tenants. The aim is to improve services thereby increasing satisfaction and putting the voice of tenants at the heart of the service.

2. Duties of the Tenant Scrutiny Panel

- To agree an annual timetable for service review
- To work closely with staff, Panel members and tenants and residents to understand the services selected
- To make staff aware of findings and recommendations
- To make recommendations for improvement direct to the Board of Management.
- To abide by the Cadwyn Tenant Scrutiny Panel Code of Conduct

3. Aims

- To act as a driver for continuous improvement in performance and excellence through the process of Tenant Led Scrutiny.
- To ensure that Tenants' views, aspirations and priorities are central to Cadwyn's delivery and planning of services.

4. Remit

The Tenant Scrutiny Panel's activities will be focused initially on service quality and performance. Its remit may be widened to other areas of the business dependent on their capacity and aptitude.

The Tenant Scrutiny Panel will work within core standards. These are;

- To be accountable to the wider tenant body
- To act with transparency
- To reflect the needs and aspirations of tenants
- To make recommendations based on robust evidence that is proportionate and reflects the context in which Cadwyn operates

5. Recruitment of Panel Members

Given the status and importance of the Tenant Scrutiny Panel recruitment will be carried out jointly between the Panel and a representative from Cadwyn staff based on a rigorous selection process which focuses on skills, commitment and ability to work well within a team. All members are expected to undergo training to ensure that they are effective in the role.

Guidelines to recruitment

- Priority will be given to achieving a composition that, as far as possible, reflects the customer demographic.
- There will be a maximum of 8 places open to tenants and service users of Cadwyn.
- Members must have a minimum of one year's experience of Cadwyn services.
- Members may not be Board Members.
- Membership to the Tenant Scrutiny Panel will be for up to 3 years, after which the Member must step down, but is eligible to reapply for membership through the same recruitment process as the wider tenant body.
- If a member decides to step down or moves away within their term, the Panel will be able to approach one of the tenants from the last interview process to fill the vacancy.
- Membership to be restricted to one resident per household/family.
- Members will be provided with necessary support and training in order to fulfil their role.
- Members must not have breached any tenancy obligations in the preceding 12 months.
- Members must not be subject to any formal or legal action by Cadwyn for any antisocial behaviour or harassment committed in the preceding 12 months either by the Tenant, any member of their household or visitors to the property.

6. Support

The Community Engagement Officer will provide ongoing administrative support and will ensure the Panel has access to an external mentor if needed.

7. Choice of topic

Panel members will choose topics for scrutiny based on a full examination of available performance information using a range of intelligence gathering methods and input from Cadwyn staff. They will then inform the Cadwyn Senior Management Team of their choice. Cadwyn may request the scrutiny of a particular topic based on their legitimate concerns however the choice of topic will remain with the Panel. The Panel will prioritise services which display evidence of weakness or failure.

8. Accountability

The Tenant Scrutiny Panel is accountable to all tenants of Cadwyn and will:

- Regularly update the website as to its activities
- Publish an annual report on its activities
- Ensure that members of the Panel regularly meet other tenants at consultation events at least twice a year.
- Be fully transparent in terms of their recruitment and choice of service area
- Report on activities and account for prioritising, methods and recommendations.
- Undergo an annual review/assessment of the Panel's effectiveness and impact undertaken by the external mentor and Cadwyn Board.
- Cadwyn Board also have the right to request scrutiny of the Tenant Scrutiny Panel.

9. Quorum for the Tenant Scrutiny Panel

The quorum of the Tenant Scrutiny Panel at meetings shall be four members or half of the full current membership (whichever is the lower). Additionally the panel will invite a maximum of 3 other tenants interested in a particular review to join them subject to their ability to contribute positively to the process.

10. Scrutiny Process

To ensure the Panel has a true picture of any service they will have:

- Full access to internal performance data, comparative benchmarking data and tenant feedback.
- The ability to commission independent evidence gathering activities through utilisation of the Mystery Shoppers, Internal Auditors and Tenant Consultation events.
- The ability to gather information and speak to officers and tenants on request including gathering information from under represented groups such as ethnic minority groups.
- As part of the commitment to partnership, any recommendations made by the Tenant Scrutiny Panel to Senior Management will be responded to by Senior Management within 10 working days.
- Senior Management will not alter any report going to the Board of Management.
- The Chair of the Panel should refer any failure to adopt recommendations to Senior Management in the first instance and Board failing appropriate action.
- As a last resort the Chair may contact the appropriate person within the Assembly for redress.