



Tenant Engagement Framework 2019

Building a Better Future Together

1. Introduction

Mission:

Cadwyn provides good quality homes and builds communities through partnership and innovation.

Vision:

To be leading and innovative, enabling people and communities to realise their potential.

Crucial to Cadwyn's vision and mission is encouraging and supporting tenants to be involved in shaping the organisation's policies and services. We recognise that actively seeking tenants' views and involving them in service delivery leads to better services, enriched relationships and opportunities for active citizenship. We work to ensure that all tenants have the opportunity to exercise their rights to get involved, as set out in the Welsh Government's revised Regulatory Framework for Housing Associations.

The Framework has been developed against a background of intense interest in tenants' rights following the Grenfell disaster; and concern that the results of the Cadwyn Tenant Satisfaction Survey 2018 show a reduction in overall satisfaction and a decrease in satisfaction across most measures.

The Framework incorporates much of the current good practice already undertaken by Cadwyn and highlights where it plans to develop and improve. It focuses on opportunities that are available specifically for Cadwyn tenants.

2. Tenant Participation Framework

Cadwyn's Tenant Participation Framework has aims and principles which are complementary to Cadwyn's vision, mission and values and is aligned to the overarching Cadwyn Strategy.

Aim:

To put tenant involvement at the heart of the operation of Cadwyn in order to achieve good customer service, high quality and improving services and sustainable development.

Pillars

Three key pillars emerged from a 2019 tenant participation review as being of most importance to tenants:



Cadwyn listens to tenant's views, acts on what they have heard and lets tenants know the result.

Cadwyn makes it clear to tenants how they can be involved in Cadwyn or in their community and why it is important.

Cadwyn supports tenants to become involved including training and expenses; and overcomes any barriers.

3. Listen, Act, Communicate

Listening, acting and communicating are at the heart of Cadwyn's approach to tenant participation. All members of staff are responsible for implementing our Listen/Act/Communicate approach as appropriate to their role.



What Cadwyn does:

- Neighbourhood officers have conversations with tenants at key points in their tenancy and on an ongoing basis to find out what is important to them
- Neighbourhood officers work with tenants to resolve any issues, disputes or incidents of anti-social behaviour
- Repairs and maintenance staff ask for tenant feedback following a repair or maintenance work
- Customer Service Advisors ensure tenants' queries are captured accurately and dealt with quickly and efficiently
- Community Walkabouts arranged in advance to meet tenants face to face and find out their views on a specific topic, e.g., service charges
- Consults with tenants on new policies or service developments
- Consults with tenants through surveys such as the Tenant Satisfaction Survey and Cadwyn Services Improvement Team (CSIT) service reviews
- Tell tenants how they have acted in response to feedback and how it has changed services using *You Said We Did*, the tenant newsletter, website and social media.
- Be honest with tenants when it is not possible to act on their feedback and explain why

- Tell tenants how Cadwyn performance has changed over time using measures that are of key interest to tenants

What Cadwyn will do:

- Develop its Listen/Act/ Communicate approach by introducing *Listen/Act/Communicate* surveys throughout the year on a range of topics geared towards improving services. These surveys can be undertaken following any interaction with tenants. Results and follow-up actions can be tracked by staff and successes built on.
- Undertake staff training to ensure the Listen/Act/Communicate approach is at the centre of the organisation
- Make a gradual shift towards more use of social media to communicate how Cadwyn has listened and acted
- Identify a cross-organisational team to oversee the implementation of the Listen/Act/Communicate approach
- Ensure everyone across the organisation is clear about key processes such as reporting repairs

4. Clear Routes to Involvement

Tenants tell us they want to know how they can be involved and would like to understand why it is important. Tenant involvement happens at different levels and in a number of different ways. We believe that through tenant involvement:



- Cadwyn can make sure tenants are happy with the services they receive
- Tenants can share or learn new skills
- Tenants can get involved in their local community
- Tenants can help Cadwyn to improve services

Cadwyn is aware that different involvement approaches suit different people. It is therefore important to have a range of options available. Cadwyn does not have all the answers and is also interested to know from tenants how they would like to be involved. For example, if you want to set up a Neighbourhood Watch Group or a local coffee morning, let us know and we would be keen to help. We also respect that not everyone wants to be involved.

What Cadwyn does

Involves you without you having to leave home

- Provides information about the service to all tenants that is clear, regular and easy to understand, including: the Tenants' Handbook, Annual Report, notice of any proposed changes to housing management and maintenance policy or practice,
- Provides information to keep tenants abreast of tenant involvement opportunities through the Tenant Newsletter, website and social media.
- Gets tenant feedback through surveys e.g., Tenant Satisfaction Survey, Annual Service Charges Survey. The more tenants who provide feedback the better. Cadwyn then uses the information to improve services.

- Digital participation, e.g. through Facebook, the Cadwyn App and regular e-mails to tenants. Tenants can be involved as little or as much as they like.

Involves you personally

- Learning and support opportunities, e.g. drop-in Job Club to help tenants find employment; drop-in Digital Fridays to improve IT skills; and a popular Craft Group

Involves you in the community

- Volunteering opportunities, e.g., with Cadwyn's New Life Furniture Project
- Tenants Groups - we help tenants who are interested in setting up a Residents' Group or Association with neighbours
- Special Interest Groups – we help tenants who are interested in setting up a group with people who have similar interests. It could be a disability support group, a young people's group or a knit and natter group. The group can be as informal as tenants like.

Involves you in improving Cadwyn services

- Has a Tenant Board Member to make sure there is a tenant perspective influencing strategic decisions.
- Focus Groups on specific topics, e.g. a rent letters workshop for staff and tenants
- Has a tenant scrutiny group called Cadwyn Improvement Service Team (CSIT) that reviews topics that are of interest to tenants and makes recommendations to the Cadwyn Board for action. Four reports and action plans have been produced to date – on Complaints, Damp and Condensation, Digital Inclusion and Service Charges.

What Cadwyn will do

- We have produced a video that makes it clear how tenants can get involved, why it is important and how they can benefit from it
- Invite tenants to regular *How to Get Involved in Cadwyn* sessions
- Coordinate information provided to tenants more across all communication channels. Produce more information tailored according to where people live
- Strengthen scrutiny, involve more tenants and trial different approaches
- Involve tenants more in design and development taking a cross functional team approach, e.g., for the Cadwyn App
- Trial different digital engagement methods with tenants; and review tenant feedback and metrics on what works before further development.

5. Making Involvement Easy

Tenants tell us that they do not always have time to be involved or they worry about what they are letting themselves in for when they do sign up for something. Some tenants describe barriers they face to being involved, e.g., lack of confidence, money or time. Many tenants have told us that the language we use when



discussing involvement should be simpler. Getting involved can be daunting but we try to find ways of making it easier. We also believe it is important to make tenant involvement rewarding for tenants, e.g. through improving skills or expanding networks.

What Cadwyn does




- Covers expenses for travel, childcare and tenants' attendance at conferences and events. We don't want tenants to be out of pocket.
- Provides training and support to help tenants to get involved and to realise their potential, e.g., tenant scrutiny training, financial management skills, creating a CV
- Supports and encourages tenants to network with tenants throughout Wales
- Offers alternative languages and formats including braille, audio and large print; and an accessibility tool on the website
- Holds meetings in accessible venues and at a range of times
- Provides refreshments for tenants who attend meetings, workshops, events
- Finds out what tenants want to achieve to guide them towards the activities that will help them achieve their goals

- Occasionally we will offer incentives for attendance at some events

What Cadwyn will do

- More targeted work, e.g. for disabled and people from BME communities
- More focus on avoiding jargon and using plain language
- Keep our tenant database updated with communication requirements.
- Consider using more targeted content, e.g., for people for whom English isn't a first language, elderly people, young people, disabled people and Welsh speakers.

Summary of Cadwyn's Tenant Engagement Framework 2019: Building a Better Future Together

Aim	To put tenant involvement at the heart of the operation of Cadwyn in order to achieve good customer service, high quality and improving services and sustainable development.		
Principles	Working with tenants Focusing on people not processes Holistic Ensuring we have the right information about our tenants Proactive Flexible Advancing Equalities Solution focused Openness and transparency		
Pillars	 <p style="text-align: center;">Listen, Act Communicate</p>	 <p style="text-align: center;">Clear Routes to Involvement</p>	 <p style="text-align: center;">Making Involvement Easy</p>
	Cadwyn listens to tenant's views, acts on what they have heard and lets tenants know the result.	Cadwyn makes it clear to tenants how they can be involved in Cadwyn or in their community and why it is important.	Cadwyn supports tenants to become involved including training and expenses; and overcomes any barriers.
Key Activities	<ul style="list-style-type: none"> -Implement Listen/Act/Communicate across the organisation through surveys, staff training etc. 	<ul style="list-style-type: none"> -Video -<i>How to Get Involved</i> sessions -Coordinate information and include more community feel info -Strengthen scrutiny -Involve tenants more in design and development 	<ul style="list-style-type: none"> -Target disabled people and BME people - Use plain language -Tenant database updated with communication requirements -More targeted communication for different groups
Measures of success	# service changes implemented #/% tenants satisfied overall #/% tenants satisfied with involvement in decision making		