

## Tenant Engagement Strategy 2023- 2026 – Action Plan – Updated October 2025

Status Key:

Complete	In progress, on track	Alert

**Objective 1:** Make tenants and leaseholder engagement an integral part of our service, ensuring our officers and contractors understand this is a shared responsibility

Ref No.	Priority	Priority L/M/H	Milestone/How will success be measured	Progress	Lead	Target Date	Status
1.1	Work alongside tenants to publish and promote the Tenant Engagement Strategy	H	a. Recruit 5 tenants to join Tenant Participation Review Development Group (TPRDG)	Tenants joined the TPRDG as from 29 <sup>th</sup> September 22  24/25 a further 3 substitute members recruited prior to July 24 meeting  Main strategic group changed name from TPRDG to Housing Liaison Board (HLB)	TEO	April 23 Completed	
		H	b. Publish and promote strategy on the Council website and tenants newsletter	Strategy in development. Strategy published September 2023.	ADH TEO	Executive September 2023 Completed	

Ref No.	Priority	Priority L/M/H	Milestone/How will success be measured	Progress	Lead	Target Date	Status
1.2	Regularly monitor the strategy to ensure it continues to meet its objectives	M	a. To review and monitor by HLB to ensure the strategy meets the tenants needs and aspirations	<p>First review to be completed within 6 months of the approved strategy</p> <p>6 monthly review completed:  2 November 23  March 24  October 24  April 25  October 25</p>	ADH TEO	Every 6 months	
1.3	Introduce a framework which encourages tenants to have their say, offering greater levels of influence on services and policies	M	a. Increase tenant data base using various consultation methods (including set milestones below):	<p>Tenant Satisfaction Measure survey asks for new tenants to provide contact details, where they are interested in further involvement in service design and decision-making.</p> <p>58 Tenants expressed an interest in being involved from the 23/24 survey, 4 have since engaged and 1 of these is now a regular attendee.</p> <p>TSM Survey 24/25 53 tenants have expressed an interest in being involved. Some of these are existing engaged tenants.</p> <p>From 1<sup>st</sup> April 2025- 30.09.25 16 tenants have expressed an interest in being involved via the New</p>	TEO HSDO	Ongoing	

Ref No.	Priority	Priority L/M/H	Milestone/How will success be measured	Progress	Lead	Target Date	Status
				<p>Tenant Survey. Of these 12 have now registered to be involved.</p> <p>A number of tenants who have had Welfare Adaptions completed have been consulted on the Welfare Adaption Policy review in July 2025.</p> <p>RANT members consulted on Decent Homes Standard 2 consultation in August 25</p>			
		H	b. Developing a leaflet in line with the strategy promoting tenant involvement and encouraging tenants to get involved at the level they wish	<p>Leaflet used as part of both 'New Tenant' visits and general officer visits to highlight opportunities and encourage engagement.</p> <p>Leaflet updated to cover latest engagement options</p> <p>From November 24-to date 49 tenants have completed the Tenant Engagement leaflet.</p>	TEO	<p>September 23 Completed</p> <p>October 24 Completed</p>	

Ref No.	Priority	Priority L/M/H	Milestone/How will success be measured	Progress	Lead	Target Date	Status
		H	c. TMO/HAT/HAA to use as part of their visits to promote and increase engagement.	<p>From April 2024 onwards, recruitment/referrals from officer visits to be tracked.</p> <p>Since 1<sup>st</sup> April 24 18 tenants expressed an interest in being involved via New Tenant Visits. Initial low level engagement planned at geographic locations; new option developed “Tea with Tenants”.</p> <p>TEO undertaking joint visits with HATs to promote Tenant Engagement.</p> <p>6 tenants have registered to be involved from promotion by HATs at New Tenancy Visits for the period from 1<sup>st</sup> April 25 – 30<sup>th</sup> September 25.</p>	TEO TMO	Ongoing from December 23	

Ref No.	Priority	Priority L/M/H	Milestone/How will success be measured	Progress	Lead	Target Date	Status
1.4	Ensure that internal procedures for involving tenants in decision making are fit for purpose, for example, any decisions taken demonstrate the level of tenant involvement in the process leading to the decision made.		a. Develop and implement regular evaluation of engagement sessions, to ensure approach meets both tenant and service needs.	<p>Feedback form developed for: Challenge Days; Tea with Tenants and Locality Group sessions.</p> <p>Evaluation Form to be developed for completion at end of Challenge and Change Reviews.</p> <p>Evaluation of Challenge and Change Review on Grounds Maintenance obtained in June 2025.</p>	TEO	<p>Ongoing from Sept 24</p> <p>To be in use 2025 onwards</p> <p>June 25 Completed</p>	

**Objective 2:** Strengthen and develop communication methods ensuring tenants are offered a number of different ways to get involved and is accessible to all

Ref No.	Priority	Priority L/M/H	Milestone/How will success be measured	Progress	Lead	Target Date	Status
2.1	Ensure our menu of involvement is inclusive and allows tenants with specific needs to take part and promote equality and diversity throughout the housing service	M	a. Review menu of involvement annually and measure by number of tenants held within each section of the database.	<p>Menu of involvement and database created April 2022. Ongoing until next review.</p> <p>As noted in 1.3 this forms part of the leaflet used by officers to further encourage engagement.</p> <p>New Engagement Officer in post as of August 24, menu of engagement reviewed and updated to reflect current activity.</p>	TEO	<p>1 year from approval of strategy – September 24</p> <p>Completed Nov 24 – to include ongoing review and evaluation of offer.</p>	
2.2	Offer a range of options for engagement both traditional and technology based	M	a. Explore options to what extent both methods are welcomed.	<p>Measure of tenants held on data base, indicating openness to use of technology for communications and engagement.</p> <p>Housing Service now developing use of Gov.notify service. This will allow use of text and email for large scale communication and surveys.</p> <p>Tenants supported to join online Tpas sessions for networking/training.</p>	ADH TEO	Ongoing	

Ref No.	Priority	Priority L/M/H	Milestone/How will success be measured	Progress	Lead	Target Date	Status
		M	b. Use information obtained via the previous STAR survey and current TSM responses	<p>Ongoing work by officers to gather current telephone and email contact details to enable communication and engagement using technology.</p> <p>Tenant census form developed to capture desired communication options. Volume of email address on file increased significantly and hopefully this will increase cost efficiencies. 903 have been completed and processed, with approximately 200 more received and to be processed (as of 07.10.25.25).</p>	TEO	Ongoing	
2.3	Expand communication channels used by the service to create improved modern interaction and cost efficiencies		a. Establish gov.notify accounts for use for TSM Survey; Newsletter distribution; and general communication, to offer greater coverage via digital channels. This should also generate service efficiencies.	<p>Used for consultation on new draft Housing Strategy 2024-2029</p> <p>Used for mailout of 2024/25 TSM survey. 3000+ emails and 2200+ text messages, alongside reduced postal contact.</p> <p>Gov.notify used to circulate Tenant Census link to all email addresses on file. This has led to a surge in responses following each use.</p> <p>Gov.notify used to circulate 2850 Tenant Newsletter May 2025</p>	ADH HSDO	August 24 onwards	

Ref No.	Priority	Priority L/M/H	Milestone/How will success be measured	Progress	Lead	Target Date	Status
			b. Establish self-service options for registering for tenant involvement.	Form re-developed as part of the refresh of the leaflet.	TEO	October 24 Completed Nov 24	
			c. Develop and implement a Tenant Census form, with hard copy and digital formats, to be completed every two years (to establish data on preferred method of contact).	Initial roll-out alongside Stock Condition Survey.  903 completed on file, approximately 1100 received in total (as of 07.10.25)	ADH	October 24 Form Completed October 24 and roll-out commenced	



**Objective 3:** To be more accountable for the services we deliver by empowering our tenants to challenge us and to get involved in setting priorities

Ref No.	Priority	Priority L/M/H	Milestone/How will success be measured	Progress	Lead	Target Date	Status
3.1	Publish and promote our service standards and ensure tenants know how to challenge them	M	a. Publish on Council website, tenants newsletter and produce standalone leaflet	<p>Article planned for May 24 newsletter</p> <p>Leaflets for Customer Service Standards Leaflet and How to make a complaint updated</p> <p>A set of Housing Service Standards have been approved by Housing Liaison Board 29 July 25 to be implemented by end of March 2026</p>	TEO CSSCM CMDM	<p>May 24 Completed</p> <p>June 24 Completed and in use</p> <p>March 26</p>	
		M	b. Hold Tenant Challenge Days/Locality meetings	<p>4 events in held April 24.</p> <p>4 Drop-in sessions "Tea with Tenants" planned October 24. Service standards for repairs and customer standards to be promoted at event.</p> <p>4 Locality events held in January and February 25.</p>	TEO	<p>Ongoing</p> <p>Completed October 24</p> <p>Completed Jan/Feb 25</p>	

Ref No.	Priority	Priority L/M/H	Milestone/How will success be measured	Progress	Lead	Target Date	Status
				<p>Repairs Performance figures presented. Tenants were consulted on repairs priorities.</p> <p>5 Locality Group events on compliments, comments and complaints held July and August 2025.</p> <p>Future Locality group events to be held February/March 2026</p>		Completed August 25	
		M	c. Define service standards per team and review annually.	<p>Project agreed as part of TEO workplan for 25-26. Target date revised from April 25 to March 26.</p> <p>Housing Service standards developed and approved at HLB 22.07.25. To be implemented by March 2026.</p>	ADH HSDO TEO	March 26	
		H	d. Regular review of approach taken by C1 authorities.	Initial assessment of C1 authorities following receipt of Bolsover judgement in August 24.	TEO	Ongoing	

Ref No.	Priority	Priority L/M/H	Milestone/How will success be measured	Progress	Lead	Target Date	Status
3.2	Develop and implement a quarterly service performance report to be submitted to Housing Liaison Board, and Executive twice a year.	H	a. Implement quarterly report format for use at Housing Stock Management Group and Housing Liaison Board.	Developed format of report in October 24 meeting, for refinement and use thereafter.	ADH HDSO	Jan 25 onwards  Completed Jan 25	
		H	b. Implement bi-annual service performance report for use at Executive.	Q1-Q3 Report presented to Executive in March 25.	ADH HSDO	October 24 onwards	
3.3	Produce specific 'Tenant Summary' reports, in conjunction with tenants, for all core regulatory reports.	H	a. Annual Tenant Summary of Tenant Satisfaction Measures outcomes.	<p>Draft developed and to be reviewed by tenants alongside other authority examples, prior to agreement of final version.</p> <p>Design options presented to tenants; final version agreed January 25.</p> <p>Video explaining both the Measures and each set of annual results in development, for use on website.</p>	HSDO	July 24 and annual thereafter	

Ref No.	Priority	Priority L/M/H	Milestone/How will success be measured	Progress	Lead	Target Date	Status
		H	b. Annual Tenant Summary of Housing Complaints Handling and Service Improvement Report.	First report developed and published in July 24 with tenant input.  2 <sup>nd</sup> edition covering 2024/25 complete and on website	HSDO	July 24 and annual thereafter  Completed July 24  September 25 Completed	
3.4	Produce an annual report, in conjunction with tenants, providing an overview of the last 12-months	H	a. Annual release within Bolsover Homes Newsletter.	First edition released in November 23 Bolsover Homes Newsletter; tenants involved in design  2023/24 report to be released in November 24 Bolsover Homes Newsletter, tenants agreed to retain design.  Performance page on website reviewed to accommodate revised approaches.  <i>2024/25 report to be released in November 25 Bolsover Homes Newsletter, tenants agreed to retain design.</i>	TEO ADH	Ongoing – annual  Completed Nov 24  Completed April 25	

Ref No.	Priority	Priority L/M/H	Milestone/How will success be measured	Progress	Lead	Target Date	Status
3.5	Empower tenants to hold us to account by providing appropriate training, support and feedback	M	<p>a. Work with tenants to provide a training programme based on their needs</p> <p>Measure = Number of tenants involved in training events</p>	<p>Evidenced by the number of tenants we get involved in training events.</p> <p>Tenants invited to join online TPAS events on Tenant Involvement week in October 24.</p> <p>January 25, 3 Involved tenants booked onto TPAS Webinar – “Getting the most from your membership”.</p>	TEO	Ongoing	
		M	<p>b. Support joint training with other tenants and landlords</p>	<p>Tenants Conference joint with CBC and Rykneld Homes</p> <p>Exploring options to learn from CBC and Rykneld Homes use of Estate Walkabouts and Mystery Shopping.</p> <p>Second Tenants Conference joint with CBC and Rykneld Homes to be held 14.05.2025.</p> <p>2026 event planning commenced autumn 2025</p>	TEO	<p>Conference held 15<sup>th</sup> May 2024</p> <p>Dec 2026</p> <p>Completed 14<sup>th</sup> May 2025</p> <p>Provisional date of 13 May 2026.</p>	

Ref No.	Priority	Priority L/M/H	Milestone/How will success be measured	Progress	Lead	Target Date	Status
		H	c. Utilise online/face to face training provided by TPAS	<p>Officers regularly attend; some tenants have engaged with Awaab Law events.</p> <p>TEO attended TPAS Scrutiny training 17.04.25</p>	TEO	Ongoing	
		H	d. Encourage tenants to engage with workshops/ networking provided by TPAS.	<p>Promote in Tenants Newsletter – Nov 23 and then ongoing. Tenants have attended TPAS online events</p> <p>July 24 Challenge and Change meeting - tenant members signed up for TPAS accounts.</p> <p>Challenge and Change members attended a TPAS Scrutiny Members meetup on-line January 25.</p> <p>Tenants invited to attend next TPAS Tenant Scrutiny Members meetup on-line 30<sup>th</sup> April 25.</p> <p>Tenants invited to attend next TPAS Tenant Scrutiny Members meetup on-line Nov 25.</p>	TEO	Ongoing and as part of the conference on 15 <sup>th</sup> May 24	

Ref No.	Priority	Priority L/M/H	Milestone/How will success be measured	Progress	Lead	Target Date	Status
		H	e. Produce quarterly KPIs poster/report to ensure key data is shared with tenants via Contact Centres, to encourage greater interaction with the service.	Initial Performance Poster format developed for use in Contact Centres and on website.  Quarterly performance poster finalised at Jan 25 HLB meeting. Posters can be used in Contact Centres, website and in Bolsover Homes newsletter.	ADH HSDO	October 24  January 25 onwards Completed	
		H	f. Ensure quarterly KPIs report is considered by Housing Liaison Board.	Report in place from October 24 onwards.	ADH HSDO	January 25 onwards Completed Oct 24	
3.6	Develop and support a tenant led scrutiny process that will challenge the housing service and make recommendations and improvements.	H	a. Engage with TPAS on national scrutiny week to gain full understanding of the tenant scrutiny process	Officers/members attended training 5 <sup>th</sup> Oct 23.  Officers/tenants to engage with Involvement Week 2024  TPAS event altered for 2025, no longer a full week of mixed events, full conference attendance outside of budget limits.	ADH TEO HSDO	Ongoing  Completed Oct 24	

Ref No.	Priority	Priority L/M/H	Milestone/How will success be measured	Progress	Lead	Target Date	Status
		H	b. Recruitment of scrutiny panel members	<p>Challenge and Change – June 23 recruitment (Review of Void process July 23-April 24) – 6 tenants.</p> <p>Recruitment of new review panel for current Challenge and Change review (Grounds maintenance) May 24 – 11 tenants.</p> <p>April 24 -153 tenants consulted on service areas for next Challenge and Change Review.</p> <p>1 new Challenge and Change member recruited and involved from June 2025</p>	TEO	Recruitment ongoing	
		H	c. Training of tenant scrutiny members	<p>Introductory briefing delivered.</p> <p>Training skills survey planned. Promote TPAS Involvement week Oct 24.</p>	TEO HSDO	Ongoing	



Ref No.	Priority	Priority L/M/H	Milestone/How will success be measured	Progress	Lead	Target Date	Status
		H	d. Set timetable of projects to scrutinise – 2 per year	<p>First project “The voids process” completed.</p> <p>Review of Grounds Maintenance commenced June 24. Due to complete May-July 25.</p> <p>Meetings set for next 12 months.</p> <p>Review of Anti-Social Behaviour commenced June 2025. Due to complete March/April 2026.</p>	TEO	<p>Completed April 24</p> <p>July 25</p>	
		H	e. Ensure a tenant evaluation is completed following every challenge and change review to ensure continuous learning and process improvement is embedded.	<p>Form to be designed for use with Review of Grounds Maintenance and thereafter.</p> <p>Site visits to completed voids planned for 12 June 25 for tenants to evaluate completed void standards and that the recommendations are being met.</p> <p>Tenant Evaluation forms completed June 2025 on Grounds Maintenance Review.</p>	TEO	<p>December 24</p> <p>Completed June 25</p> <p>Completed June 25</p>	

**Objective 4:** Use customer feedback to improve our housing service, keep tenants informed about how their contributions have been used to drive continuous improvement

Ref No.	Priority	Priority L/M/H	Milestone/How will success be measured	Progress	Lead	Target Date	Status
4.1	Publish and promote our tenants newsletter and encourage tenants to become actively involved in its production	L	a. Establish tenants editorial team. Invite 12 tenants with aim to recruit 6-8 members Invite the Communications officer to work alongside tenants ensuring their views are taken into account.	1 <sup>st</sup> review meeting  Review meeting at TPRDG July 23  Aim to recruit Editorial panel from tenants who have recently expressed an interest to be involved.  Milestone reviewed and decision taken to use a virtual network of tenants for feedback as an initial approach.  March 25, 134 tenants sent newsletter survey.  Promotion of edition 10 of Bolsover Homes via Facebook	TEO	July 26       Commenced Jan 25	

Ref No.	Priority	Priority L/M/H	Milestone/How will success be measured	Progress	Lead	Target Date	Status
4.2	Produce regular <i>You Said, We Did</i> article highlighting where customer feedback has made a difference to how we deliver services	H	a. Publish an article in each edition of the newsletter and within the housing section of the Council website. Aim for 2 articles per year.	<p>Articles published in various newsletters and format to be reviewed to improve clarity of information.</p> <p>Included in next issue 9, due November 24.</p> <p>Included in Issue 10, due June 25.</p>	TEO	<p>Ongoing with each edition</p> <p>Issue 7 released Nov 23.</p> <p>Completed in Issue 8 May 24 Newsletter.</p> <p>Completed Issue 9, November 24.</p> <p>Completed Issue 10, June 25</p>	
4.3	Develop a range of ways to gather feedback, surveys, mystery shoppers, consultations	H	a. Create a satisfaction survey to gather data required for the Tenant Satisfaction Measures – annually.	<p>Guidance by social housing regulator. 2023/24 survey complete and return submitted.</p> <p>Survey for 24/25 due for circulation for autumn 24.</p> <p>TSM survey for 24/25 completed 31.03.25.</p>	TEO ADH HSDO	<p>April 23 <b>Completed</b></p> <p>Target completion of data collection March 2025. <b>Completed March 25</b></p> <p>Submission completed June 2025.</p>	

Ref No.	Priority	Priority L/M/H	Milestone/How will success be measured	Progress	Lead	Target Date	Status
		H	b. Ensure all face to face consultation workshops provide feedback forms.	<p>Ongoing</p> <p>Feedback forms completed for Tea with Tenants and Repairs Locality Group.</p> <p>Feedback form completed for Locality Groups on compliments, comments and complaints.</p>	TEO	Ongoing	

Ref No.	Priority	Priority L/M/H	Milestone/How will success be measured	Progress	Lead	Target Date	Status
		H	c. Gather repairs feedback on PDA after each repair.	<p>Operatives endeavour to secure feedback on all repairs completed, and management complete regular audits of both repairs standards and customer satisfaction feedback.</p> <p>Review of processes taking place.</p> <p>10% of repairs over £250 in value get a post-inspection evaluation on Total Mobile and an in-person visit.</p> <p>Report template to be developed to enable performance reports to RANT and HLB.</p> <p>Satisfaction reported to Housing Stock and Rant from November 2024.</p> <p>Additional information provided on number of satisfaction surveys are completed and percentage per jobs completed from April 25, reported to RANT.</p>	HOP	<p>June 24</p> <p>Autumn 24</p> <p>Ongoing</p> <p>November 24</p> <p>Ongoing</p>	

Ref No.	Priority	Priority L/M/H	Milestone/How will success be measured	Progress	Lead	Target Date	Status
		M	d. Aim for 5% telephone feedback on completed repairs.	<p>Where a call back is requested as part of the repairs satisfaction survey a callback is completed.</p> <p>Currently high satisfaction levels on repair surveys resulting in limited requirement for call backs. This % will be considered as part of repairs satisfaction review.</p> <p>Report template to be developed to enable performance reports to RANT and HLB. Incorporate into report template for RANT.</p> <p>Consistently high satisfaction levels being maintained, which is further evidenced with benchmarking and 24/25 TSM results. Repairs satisfaction for 24/25 is 99.8%</p>	HOP	<p>June 24</p> <p>Completed Nov 24</p>	
		L	e. Explore real time methods of consultation e.g. gov matrix	<p>Explored but not considered a viable option at this time.</p> <p>Customer Services have introduced Real Time feedback in July 24 for email and Live Chat contact</p>	ADH CSSCM	Discussed at TPRDG (Now HLB) meeting March 24	

Ref No.	Priority	Priority L/M/H	Milestone/How will success be measured	Progress	Lead	Target Date	Status
		M	f. TEO to complete evaluation/consultation with tenants on their journey in their first year and other tenancy visits to determine current issues/trends.	Potential area for Challenge and Change review	TEO	April 25 onwards	
		M	g. TEO to complete evaluation/consultation with all tenants allocated on new build developments to ensure build design/standards remains fit for purpose and in line with tenant expectations.	Retrospective evaluation with tenants on sites completed by Dragonfly Developments Ltd. This led to changes in design at Alder Close development.  Consider further evaluation by involving tenants living in new build properties in potential Challenge and Change review	TEO	Ongoing as sites complete and are let.	
4.4	Expand reporting and evaluation of complaints data, with specific emphasis on trend analysis	H	a. Implement quarterly reports for Housing Liaison Board (HLB).	Quarterly reports now form part of the regular agenda for HLB. This report is then adapted to be repairs specific for the quarterly RANT meetings.	CSSCM HSDO	July 24 onwards Completed and ongoing	

Ref No.	Priority	Priority L/M/H	Milestone/How will success be measured	Progress	Lead	Target Date	Status
		M	b. Develop simplified quarterly graphics from complaints report, for use on contact centre posters/TV screens, and website (once performance 'hub' created).	Under development for Q4 data.	CSSCM HSDO TEO	December 24 onwards	

**Lead Staff Code:**

ADH - Assistant Director Housing Management and Enforcement

HSDO - Housing Strategy and Development Officer

HOP - Head of Property (Repairs and Maintenance) Dragonfly Development Ltd

TEO - Tenant Engagement Officer

CMDM - Communications, Marketing and Design Manager

CSSCM - Customer Service, Standards & Complaints Manager

TMO – Tenancy Management Officer

HAT – Housing Assistant Tenancy

HAA – Housing Assistant Applications