Tenant Participation, Engagement and Scrutiny Strategy

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Glen Oaks HOUSING ASSOCIATION	**Policy number:**	**C01**
	Policy approved on:	
	Due for review:	

Our Vision, Mission Statement and Values

Glen Oaks' vision statement '**Where Communities Thrive**' and our mission statement '**Our aim is to provide good quality affordable housing and an excellent service. We will encourage resident participation and work with other agencies to regenerate our community**' provide the foundation for Glen Oaks Housing Association's commitment to its residents and the communities they live in.

This commitment is also demonstrated in the Association's values which were agreed following discussions with the Board, staff and tenants. Glen Oaks' values are fundamental to how we carry out our day-to-day activities.

Our values are:

respectful
we trust and respect our customers and each other

dedicated
we will give 100% commitment to our work

transparent
we will be open and honest about what we do

aspirational
we will strive to achieve the best we can for our communities

Equality & Diversity Statement

The Association is intent on ensuring people or communities do not face discrimination or social exclusion due to any of the following protected characteristics: age; disability; sex; marriage & civil partnership; race; religion or belief; sexual orientation; gender reassignment; pregnancy & maternity.

This document complies with the Association's equality, diversity and inclusion policy and Human Rights policy.

The Association will regularly review this document for equal opportunities implications and take the necessary action to address any inequalities that result from the implementation of the policy.

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1.0 Introduction and mission statement

At Glen Oaks Housing Association, we are proud to introduce our newly renamed Tenant Participation, Engagement and Scrutiny Strategy. This change is more than a new title, it celebrates our proven success in delivering all three elements and reaffirms our commitment to being innovative and sector-leading. We believe that high-quality services are best shaped by those who use them, and this strategy ensures that tenants and customers remain at the heart of everything we do.

Developed in partnership with our Scrutiny Panel, the Service Improvement Group, and informed by the views of our wider tenants and staff, this strategy reflects true collaboration. Its importance is supported at the highest level by our Board, Chief Executive, and Senior Management Team, demonstrating that tenant participation, engagement, and scrutiny are integral to our vision and values. We want to demonstrate this partnership working via a joint statement that highlights our approach and commitment to tenant participation, engagement and scrutiny.

"Our collective mission at Glen Oaks Housing Association is to empower tenants through meaningful participation, engagement, and scrutiny. We believe the best services, projects, and initiatives are designed together, and we aim to provide opportunities, information, and support so everyone can question, challenge, and influence decisions. By sharing the impact of tenant involvement, we strive to build a culture of transparency, trust, and continuous improvement - ensuring our communities thrive and that tenant voices remain at the heart of everything we do."

2.0 Links to legal and regulatory requirements

Tenant participation is a legal requirement for all social landlords under the Housing (Scotland) Act 2001, which makes the development of a tenant participation strategy and consultation with tenants, and other customers on changes to housing policies or services compulsory. The Scottish Social Housing Charter reinforces this through Outcome 3, ensuring tenants can influence decisions in ways that suit them, with compliance monitored via the Annual Assurance Statement. Additionally, the Association upholds the Equality Act 2010 by promoting inclusive, non-discriminatory engagement across all protected characteristics, actively addressing barriers to participation through equality and diversity assessments at the start of tenancy.

3.0 Links to other strategies or policies

Our Tenant Participation Strategy is designed to make sure tenant and customer voices shape every Glen Oaks service. This means it connects with all our other strategies and policies but particularly our Customer Service and Communication Strategies, guided by our Strategic Business Plan. It also reflects our Mission, Vision, and Values, ensuring participation is at the heart of everything we do.

4.0 Development of the Strategy with tenants

We carried out a comprehensive review of our Tenant Participation Strategy in partnership with our Service Improvement Group (SIG). This review was undertaken from a position of strength, building on a strategy that has already been successful

in supporting meaningful tenant involvement and strong engagement across the Association. The SIG's full report is provided at **Appendix 1**.

Tenants were actively involved throughout the review, shaping the aim, objectives, and the proposed GO Get Involved Annual Programme and Action Plan. The process also strengthened tenant influence, with the successful recruitment of a new SIG member during the review period.

As part of this work, the strategy has been renamed **Tenant Participation, Engagement and Scrutiny**. This updated title clearly reflects our approach and makes our commitment more visible by highlighting the different ways tenants can be involved and the positive impact each has. By clearly distinguishing these roles, the strategy ensures tenant involvement is meaningful, well-defined, and influential at every level of the organisation. Together, participation, engagement, and scrutiny support better decision-making, stronger services, and improved outcomes for customers, while reinforcing our ambition to be sector leaders in this area.

5.0 Aims and Objectives of the Strategy

5.1 Our aim is to create a clear, inclusive, and supportive approach to Tenant Participation, Engagement, and Scrutiny. We want every tenant and customer to have the confidence and opportunity to influence decisions in ways that suit them. We value all voices equally, whether the feedback comes from one tenant, a recognised tenant group, or tenant representative on our Board - and we ensure every contribution is heard and respected. Everyone has a fair and meaningful chance to shape our services.

5.2 To achieve this aim, and following an extensive scrutiny review, our Service Improvement Group has developed 10 Key Principles for Successful Tenant Participation (highlighted in bold). For each principle, and based on recommendations from the Service Improvement Group, we have set measurable objectives to ensure our approach covers everything from education to sharing outcomes

5.3 Our 10 measurable objectives are:

1. Empower tenants and promote their rights to be involved in decision-making
Create an easy-to-read version of our Tenant Participation Strategy with the Scrutiny Group by June 2026, ensuring it is promoted regularly via a dedicated communication plan and ensure staff support it through annual training.

2. Promote inclusive, open, and accessible participation
Carry out an annual Engagement and Communication Profiling survey, started in January 2026, and use the results to design and launch an annual 'GO Get Involved' program offering a range of ways to participate, that is tenant led and accessible to all.

3. Ensure tenants have enough information to participate effectively
Update all tenant-facing materials with the help from our Armchair Critic

Group, GO Improve, and showcase real examples of impact, quotes from tenants involved, and the time commitment needed by June 2026, updating it annually.

4. Tailor participation to tenant needs
From April 2026, all frontline staff will gather tenants' views during visits, walkabouts and regular contact, producing at least five case studies each year that highlight unmet needs and examples of staff going above and beyond to adjust services or provide additional support. Using this insight, along with complaints, compliments, satisfaction feedback and KPIs, we will identify a spotlight tenant group each year, such as a particular age group, street, ethnicity or community, and design targeted participation activities to involve and support them by April 2027.

5. Equip and empower tenants through training
Develop a Tenant Participation Handbook and a TP training programme for staff and tenants by August 2026, enabling staff to support meaningful tenant involvement and the development of RTOs, while equipping tenants with the confidence and skills to participate effectively. We will also attend at least 4 national TP events to learn best practice, strengthen networks, and bring innovative approaches back into the organisation.

6. Ensure participation is properly resourced
Set up a dedicated annual budget for tenant participation, engagement and scrutiny activities starting April 2026, with quarterly reviews.

7. Embed participation into service design
Use feedback and improvements from the Tenant Voice Insights Report to host an annual Discuss and Design Together session during our annual BIG Conversation event as part of our consultation process for policies, strategies or service changes.

8. Ensure transparency in participation
Introduce a "Tenant Voice Approved" stamp to highlight documents and policies reviewed by tenants by May 2026 and share a Scrutiny Outcome and Action Plan after every SIG review to demonstrate impact and service improvements.

9. Ensure participation influences decisions
Formalise our consultation approach into a clear Participation Protocol by July 2026, with defined timeframes and standards, guaranteeing a full 360° process from planning to sharing outcomes. From April 2027 introduce engagement related KPI's for all frontline staff.

10. Monitor and celebrate the impact of tenant contributions
Introduce a quarterly Tenant Voice Impact Report in April 2026, host an Annual Champions Awards night, and share achievements through quarterly press releases and annual award submissions.

6.0 Benefits of Tenant Participation, Engagement and Scrutiny

Tenant participation is at the heart of delivering excellent services, building trust, and creating thriving communities. It benefits tenants, staff, and Glen Oaks by:

- **Improves services through collaboration -** Working together with tenants ensures services are shaped around real needs and priorities.
- **Proactive problem-solving -** Identifying issues early makes tenants felt heard, saves money and time that can be better spent.
- **Increases knowledge and understanding –** Increases tenants and staffs knowledge and confidence to influence decisions and understanding challenges in balancing value for money.
- **Creates communities that thrive -** Encourages inclusion, unity, and connections that benefit everyone.
- **Enhances accountability and transparency** – Ensures decisions are open and fair, meeting regulatory and best practice standards.

7.0 Opportunities to get involved and our successes

7.1 Our newly renamed Tenant Participation, Engagement and Scrutiny Strategy puts a strong focus on the differences of participation, engagement, and scrutiny and the importance of them all. Each element plays a vital role in shaping services and ensuring tenants have a meaningful voice in decision-making. We aim to provide a balanced range of options that suit everyone's preference or interest, while ensuring every opportunity has a real impact on service design and improvement.

7.3 Full details on how tenants can get involved are outlined in **Appendix 2 – Getting Involved Booklet** and in our **Go Get Involved Events and Consultation Poster** which will be updated annually**.**

7.4 It is important that this strategy acknowledges and celebrates our current positive stance in terms of tenant participation, engagement and scrutiny.

7.5 **Tenant Participation**

Tenant participation provides structured and planned opportunities for tenants to formally influence decisions and take an active role in improving their homes and communities. This includes consultation on key matters such as rent increases, policy changes, and tenant priority surveys, ensuring tenant views are considered before decisions are made.

At Glen Oaks, tenant participation goes beyond consultation. It includes action-led involvement, where tenants work in partnership with us to deliver real improvements through initiatives such as improvement-focused events, community clean-ups, and estate walkabouts. By combining formal consultation with practical, hands-on involvement, we create shared ownership of decisions and outcomes, ensuring services reflect what matters most to tenants.

Our annual BIG Conversation has received sector-wide recognition for its innovative approach to engaging tenants in Discuss and Decide sessions, where they help shape our repair service. We have also implemented best practice in rent consultation, starting with understanding tenant priorities, listening to when tenants want the consultation to take place, and involving them in the design of the booklet and survey.

In addition, we have introduced Estate Action Plans tailored to each of our communities, based on tenant priority feedback. These plans include measurable commitments such as joint estate walkabouts, an annual Estate Action Week, and the creation of a tenant-led Community Action Group, ensuring local priorities are addressed and tenants have a direct role in shaping their neighbourhoods.

7.6 Consultations

Consultation with tenants is a legal and regulatory requirement, they must be informed and involved in decisions about major works, policy changes, and service delivery.

Glen Oaks has a well-established and best practice consultation process that ensures tenants are actively involved in shaping our services. We engage tenants in policy reviews in line with our policy schedule, gaining high return rates and meaningful commentary from our tenants. In addition, our Armchair Critic Group, Go Improve, reviews the wording of consultations and associated information booklets or leaflets to make sure they are clear, easy to understand, and accessible to all.

7.7 Registered Tenant Organisations

A registered Tenant Organisation is a formally recognised group of tenants and customers who come together to represent the views of their community and influence housing decisions. Under the Housing (Scotland) Act 2001, landlords must support RTOs and take their views into account when planning and delivering services. Being part of an RTO also opens up opportunities to access funding for tenant-led projects and community improvements.

We don't currently have any Registered Tenant Organisations (RTOs). One of our key objectives in the Customer Service Strategy is to create two RTOs, giving tenants and customers a stronger voice in shaping services. Any interested tenants can form an RTO, and we can provide advice, resources, and ongoing support to help them get started.

7.8 Tenant Engagement

Tenant engagement focuses on maintaining open, accessible, and meaningful two-way communication with tenants, shaped by tenant preferences and supported by a wide range of engagement channels.

We aim to engage tenants in the ways that suit them best, offering an array of options including email, SMS, online platforms, social media, telephone, written communications and events. Digital engagement plays a key role, with over 90% of tenants engaging with our digital communications and consistently high response rates to online surveys and one-off consultations.

Our tenant newsletter provides clear 360-degree feedback, demonstrating how tenant input has influenced decisions and outcomes, supported by targeted one-off action booklets showing how tenant involvement has shaped services. To ensure inclusion, we also engage with harder-to-reach tenants through tailored approaches, including annual tenancy visits, helping to ensure every tenant is heard.

7.9 Tenant Scrutiny

Scrutiny is a key requirement of the Scottish Social Housing Charter, giving tenants the power to independently review, challenge, and influence landlord performance in a structured and evidence-based way. Scrutiny reviews result in clear findings and recommendations, which are shared transparently with tenants and senior leaders, alongside agreed actions and progress updates.

At Glen Oaks, we're proud to have an award-winning Service Improvement Group (SIG), which has been running for over ten years. Our group work closely with our staff and have influenced over 200 service improvements across our services. Reports are presented directly to our Board ensuring tenant voice is heard at the highest level. Their Damp and Mould review gained sector wide recognition as the first of its kind and was shortlisted for a CIH Award for Excellence in Tenant Scrutiny.

8.0 Measuring and sharing success

8.1 Measuring the success of this strategy is vital, especially with the Annual Assurance Statement and the Scottish Housing Regulator's focus on embedding tenant participation in Board-level decision making. To encourage involvement, tenants need to see the impact of their input and how it leads to service improvements.

8.2 **Tenant Voice Impact Report** - To improve transparency and monitoring, Objective 7. introduces a new Tenant Voice Impact Report, shared with our Board, staff, and tenants, and reviewed quarterly. This report will track the success of the Tenant Participation Strategy through a selection of measures focusing on impact and improvements:

- Survey/consultation return rates
- Number of Service improvements implemented from tenant involvement
- Number of service improvements implemented via tenant-led scrutiny Reports & Action Plans
- Use of the Tenant Voice Approved Stamp (where tenant input shapes final policies/communications), with brief impact notes
- Active tenant members involved in Board/SIG/GO Improve and event attendance
- Percentage of tenants engaging digitally
- Remain above Scottish average for two key indicators from the Annual Return on the Charter, related to opportunities to get involved and keeping informed.
- Value of tenant volunteer time (number of hours donated)
- Compliance Plus achievements under Customer Service Excellence
- Representation proportions (age, gender, ethnicity, location)

8.3 **Scrutiny outcome sharing** - After each scrutiny review, a Scrutiny Outcome Report & Action Plan will be produced, shared with tenants and the Board, and monitored via the Tenant Voice Impact Report until completion.

8.4 **Board level decision making and assurance -** We will reference our tenant participation stance and outcomes in the Annual Assurance Statement, confirming how tenant voice is embedded in decisions, how scrutiny outcomes are delivered, and alignment with Scottish Social Housing Charter Outcome 3 (Participation). Tenant Voice Impact Reports and Scrutiny Outcome Reports will provide evidence for Board assurance, self-assessment, and continuous improvement.

8.5 Capturing Meaningful Non-Measurable Outcomes and Social Value

While the Tenant Voice Impact Report will include clear, measurable indicators, tenants also highlighted that some of the most important outcomes of participation cannot be captured by numbers alone. To reflect this, the report will also include qualitative insights and examples of social value such as:

- **Tenant stories and reflections** showing how participation has made a difference in their lives or communities.
- **Feedback on confidence, wellbeing, safety and sense of community**, even when not numerically scored.
- **Examples of meaningful changes made to services, policies or decisions** that were directly influenced by tenant voices.
- **Narrative observations from staff and partners showing improvements** in relationships, communication and trust.
- **Evidence of wider social value**, such as reduced isolation, increased skills, strengthened community connections, or early interventions that prevented issues from escalating.

Objective 4 supports this by ensuring these observations, stories and examples are captured consistently through a minimum of five case studies each year, which will record social value and help identify an annual spotlight tenant group.

Including these non-measurable elements ensures we recognise the broader human and social value created through tenant participation - and that we do not limit our focus only to activities where success can be easily counted or quantified.

9.0 Supporting tenants to participate

9.1 To help tenants and residents play an active role in managing their homes and neighbourhoods, the Association will provide practical and meaningful support. This support includes:

- Meeting rooms
- Access to IT and support networks
- Refreshments such as tea, coffee, and lunch
- Staff time and training

9.2 Our Customer Experience Lead will oversee the delivery of this strategy, ensuring all staff contribute to its objectives and encourage tenant involvement. We will also allocate a dedicated budget for participation, engagement, and scrutiny, making sure these activities are properly resourced and sustainable.

10.0 Training

10.1 The Association will ensure that Board and Service Improvement Group (SIG) members, staff, tenants, sharing owners, and owners are supported and equipped to take part in meaningful participation. We will do this by:

- **Supporting tenants to build confidence and skills**, by offering ongoing training opportunities for tenants who are already involved, and by promoting available learning and support to encourage participation from tenants who are new to engagement or may feel less confident.
- **Providing timely induction and participation information** to all new Board members, SIG members, and staff within four weeks of appointment, ensuring they understand their roles, responsibilities, and the importance of tenant participation.
- **Take advantage training opportunities available** by sharing costs via the G8 benchmarking group, or attending national events/training days via the Tenant Information Service and Scottish Tenant Engagement Network etc.
- **Delivering staff training** to ensure all staff understand tenants' legal rights to participate and work collaboratively to meet the ten objectives set out in the Tenant Participation Strategy.
- **Introducing Service Champions as part of our staff restructure**, with a dedicated Champion for each service area, including Tenant Engagement and Service Improvements. These Champions will receive additional specialist training and opportunities to attend national networking events, helping strengthen expertise, share learning, and embed best practice across the organisation.
- **Creating a Staff Events Working Group –** who will help support and attend events and engagement opportunities, to budget and with tenant preference and accessibility in mind.

11.0 Compliance with Equalities Legislation

11.1 The Association is committed to promoting equality, diversity, and inclusion, ensuring that no individual or community faces discrimination or social exclusion based on any protected characteristic under the Equality Act 2010: age, disability, sex, marriage & civil partnership, race, religion or belief, sexual orientation, gender reassignment, or pregnancy & maternity. This strategy aligns with our Equality, Diversity and Inclusion Policy and Human Rights Policy, and will be regularly reviewed to address any inequalities arising from its implementation. See **Appendix 3** – Equality Impact Assessment.

11.2 To support this commitment, we collect equality and diversity information at the start of each tenancy and update it during annual tenant visits. These visits help us identify and engage with hard-to-reach tenants, ensuring their voices are heard. We also gather profiling data on participation and

communication to inform our strategy, maximise engagement, and shape our *GO Get Involved* Program. This information enables us to remove barriers to participation, such as over-reliance on IT or written communication, inaccessible venues, staff attitudes and assumptions, limited financial resources, and cultural issues like inappropriate language or facilities - so that every tenant has an equal opportunity to be involved.

12.0 Review

12.1 The Tenant Participation Strategy will be reviewed every three years in partnership with our Service Improvement Group, informed by tenant feedback and relevant sector best-practice guides.

12.2 The impact of tenant participation will be reviewed annually, alongside the development of the tenant-led GO Get Involved Programme, which will be co-designed using tenant feedback to set priorities for involvement, scrutiny activity and engagement opportunities for the year ahead.