



Albyn Housing Society Ltd. Tenant Participation Strategy



Introduction

from the Chair, the Chief Executive, and the Federation of Albyn Residents (FAR)

Albyn Housing Society has been working with tenants at various levels and in a variety of different ways for at least the past 10 years.

In developing this strategy over the past three years, it has become clear that it is not possible to address all the issues of consultation, participation and

communication that the Society would like to straight away. We therefore expect this strategy to continually develop to fit the needs and aspirations of all stakeholders (i.e. anybody with an interest in the success or failure of the Society, including tenants, sharing owners, and other organisations that we are regulated by or work in partnership with). It is a starting point, not a conclusion. However the strategy, in setting out the

fit and operation of tenant participation, reflects good practice by placing tenant participation as a core practice across the whole Society. This is also reflected in our Internal Management Plan.

On behalf of both the members and officers of the Society and the Federation of Albyn Residents (FAR), we welcome the opportunity to publish this strategy to reconfirm and

enhance our commitment to participation with our tenants and communities that we work with.

Jim Oag {Chairman}
Calum Macaulay {Chief Executive}
Isobell McLaughlan {Chair of FAR}

September 2004

Background

In 1998, the Society first developed a policy that established a formal mechanism for the Federation of Albyn Residents (FAR) to have an input into the way the Society conducted its affairs; and also to how tenants would have an active role in the Committee of Management. Funding was committed to achieving these aims. The Society has supported FAR in encouraging tenants to participate across our area of operation. The Community Involvement Officer has a remit to support FAR, and direct funding and staff resources have been made available for a range of meetings.

Events quickly overtook the first policy, with tenants being guaranteed 4 general places on the Society's Committee of Management and a further place guaranteed for a representative of FAR – one third of the Committee of Management membership in total. At the time of publishing this strategy, over half the current Committee of Management is now made up from tenants (8 of 15 Committee members).

The Housing (Scotland) Act 2001 has for the first time made tenant participation a statutory requirement for all local authorities and registered social landlords (RSLs). We are now required to consult with tenants and tenant groups on issues that have an impact on the management and maintenance of their homes. We are also now required to register all tenant groups that meet the registration criteria set by the Scottish Executive.

The Society has embraced this as an opportunity to develop our existing commitments to tenant participation and also to include tenant participation across all areas of our work. Indeed, we have gone further and developed a process to enable information exchange and consultation with all our residents on an ever-widening range of issues. We have also produced a policy that allows us not just to register formal groups but also to recognise and work with individual Tenant Information Volunteers (TIVs) working in our smaller schemes and rural areas.



Developing our Strategy

During the summer of 2002, the Society consulted with tenants on the new Statutory Scottish Secure Tenancy. During consultation meetings, we asked tenants how they wished to be consulted in the future and what areas were most important to them.

The Society also commissioned an external consultant to carry out a comprehensive audit of our existing tenant participation practices during the latter part of 2002. The brief was developed in consultation with FAR, and *Housing Plus* were selected as the successful consultants in August 2002.

Housing Plus carried out a tenant participation audit, based on the 'Tenant Participation Health-check' included in Scottish Executive guidance. They published a comprehensive report in April 2003 detailing the findings of the audit, together with recommendations to address identified gaps and suggestions for improvement and / or further development that are capable of being achieved within the Society's available resources.

A small working group consisting of staff and members from FAR then developed the initial outline for this Strategy. The key areas were also issued for consultation with all tenant groups and residents of the Society.

After our Committee of Management agreed our draft strategy in March 2003, an Implementation group was established, which included staff from all service areas of the Society, members of FAR and members of our Committee of Management. This final strategy was agreed after consultation in March 2004.

The strategy has been constantly monitored and updated by the implementation group to take account of feedback from tenants, staff and Committee, and to reflect best practice guidance issued during the year by Communities Scotland Tenant Participation team.

Aims

Our Tenant Participation Strategy sets out the framework for tenant participation in the decision-making processes and everyday work of Albyn Housing Society Ltd. We recognise that effective tenant participation benefits all stakeholders.

We include our sharing owners as having equal rights to participation and include such residents within the term 'tenants' used throughout this Strategy.

We recognise that for tenants to be able to participate effectively they must have the capacity to influence the Society and that the Society is open to influence.

We will actively encourage equal opportunities by making sure that tenants are not excluded from actively participating on the basis of nationality, race, colour, age, political opinion, gender, sexual preference or disability.

The main aims of the Strategy are:

- to improve the quality of our services through tenant involvement
- to provide clear and open access for tenants to allow meaningful involvement in our decision-making processes
- to support and encourage a culture of mutual trust and understanding to allow all stakeholders to work together towards common goals

Objectives

In order to meet these aims, the following objectives will be followed:

- i we will ensure open, accessible and meaningful consultation with all stakeholders on relevant issues including consideration of their equalities and diversity requirements
- ii we will ensure appropriate training is available for all parties to our participation processes
- iii we will integrate tenant participation into the day to day running of the Society at all levels
- iv we will ensure that appropriate resources are available to deliver these objectives
- v we will ensure that this strategy and progress towards achieving the objectives are reviewed regularly



Key Tasks

A number of key tasks have been identified within each of the objectives stated above. These are developed into practical actions within the Action Plan included at **Appendix 1** to ensure that this strategy is implemented and reviewed regularly.

1 we will ensure open, accessible and meaningful consultation with all stakeholders on relevant issues

- 1.1 we will provide the following minimum information to all tenants:
 - a clear and concise tenancy agreement
 - an up to date and relevant tenant's handbook
 - a new tenancy pack
 - regular rent statements

1.2 we will provide the following minimum information to all stakeholders:

- leaflets and guides on specific issues
- details of policies and procedures on request
- a regularly updated web-site

1.3 a variety of consultation methods will be used to reflect the geographical diversity of the area in which the Society operates. These will include but not be restricted to:

- general newsletter and policy bulletins
- individual visits
- open days and general meetings on specific issues
- focus groups on specific issues
- an annual tenants conference

1.4 all our communication will be produced in clear, comprehensible and plain language and will take into account the requirements of any minority or particular interests within the community, subject to requirements; e.g. translations, large print, braille, tape, email etc.

1.5 a settling in visit will be arranged for all new tenants

1.6 a tenant newsletter will be issued at least three times a year

1.7 a policy bulletin will be issued to all tenants when it is needed to ensure tenants are aware of areas due for review, that consultation is carried out and feedback given on the outcome of consultations

1.8 local meetings will be held on key or specific issues as demand dictates

1.9 focus groups will be formed to discuss (but not consult on) specific areas of operation, in particular rent setting and service charges in the first instance

1.10 FAR will have formal and effective input into setting and reviewing service standards

1.11 tenants and tenant groups will be consulted on all policies identified by FAR in addition to those on which we have a statutory responsibility to consult. These will be reviewed by FAR on an annual basis and an up to date list held by the Community Involvement Officer for reference by all interested parties.

1.12 consultation processes and outcomes will be added to our standard Committee Report format at an appropriate section. A step by step guidance sheet will be prepared to provide minimum guidelines for consultation processes.

1.13 appropriate staff will attend formal and informal meetings with tenants as requested to explain and discuss the Society's policies, procedures and working practices, subject to adequate notice

1.14 information will be freely available at all our offices



2 we will ensure appropriate training is available for all parties to our participation processes

- 2.1 joint training will be provided for tenants, staff and Committee of Management members wherever possible and appropriate to enhance understanding of each other's roles
- 2.2 Committee of Management will receive an annual skills audit linked to a training programme
- 2.3 induction training will be provided or facilitated to include tenant participation for all new staff by the appropriate line manager
- 2.4 induction training will be provided or facilitated for new groups, TIVs, and tenants new to tenant participation by FAR
- 2.5 induction training will be provided or facilitated to new Committee of Management members by the Chief Executive
- 2.6 all staff will be kept up to date with the Society's current and planned policy in relation to tenant participation

3 we will integrate tenant participation into the day-to-day running of the Society at all levels

- 3.1 tenant participation practices will be incorporated at a Society-wide level in our Internal Management Plan (IMP) with each department having a tenant participation action tied into the IMP and monitored through the cross departmental implementation group
- 3.2 we will work towards the maximisation of tenant representation on our Committee and shareholding membership by promoting the benefits of tenant involvement
- 3.3 Committee members and staff will work to ensure that meetings are accessible for all tenant members, and will review from time to time when and where meetings are held to ensure that members across our geographical area of operation have the opportunity to participate
- 3.4 We will actively promote membership of the Society to all our tenants, at the start of their tenancy and through regular information in our publicity material

4 we will ensure that appropriate resources are available to deliver these objectives

- 4.1 the financial and staffing resources required to support the Federation and non-affiliated tenant groups and TIVs will be reviewed annually to coincide with the budget setting processes and will be detailed in the Internal Management Plan
- 4.2 the time input required from staff to successfully implement the strategy will be included and recognised within this annual resource review
- 4.3 the time input required from tenant volunteers to successfully implement the strategy will be included and recognised within this annual resource review

5 we will ensure that this strategy and progress towards achieving the objectives are monitored and reviewed on an on-going basis

- 5.1 the initial strategy will be reviewed no later than 18 months from publication and at least every three years thereafter
- 5.2 tenant satisfaction will be surveyed on an ongoing basis for each service area and at least every three years on a general basis
- 5.3 a tenant participation audit will be repeated at least every three years
- 5.4 an internal cross-departmental implementation group that includes tenant representation will be established to develop an action plan, establish targets and review performance. This will meet at least three times every year and will report outcomes to the Committee of Management and through the tenants newsletter at least annually



Funding and Resources for Participation

We will provide support for new and existing registered and recognised groups and TIVs as detailed in the Federation of Albyn Residents' (FARs') agreed administrative procedures.

We will provide funding for the day to day working of this strategy which will include the following:

- An annual grant to FAR. The grant will be reviewed in consultation with FAR and as part of the Society's budget by the Committee of Management on an annual basis. It will be in the form of either a top-up of existing funds and/or assessed expenditure for the year.
- Registered and recognised groups will be awarded an annual grant plus an allowance per unit. The grant and allowances will be paid directly to each group by FAR from their own annual budget. FAR may also add to this from their own funds on a case-by-case basis.

- Registered and recognised groups and TIVs will be entitled to a computer package, which will be agreed and funded by the FAR committee.
- Appropriate staff will be available as and when required to attend meetings with registered and recognised groups on a reasonable basis
- Appropriate staff will be available to provide information and advice at reasonable times

It is recognised that resource requirements will change as needs and circumstances change. All resources will therefore be reviewed at least annually through the Society's budget setting and review processes to ensure that best use is being made of the resources available.

All costs of tenant participation will be monitored and reported to the Committee of Management and published on an annual basis, including an assessment of time input required by tenant volunteers.

Explanation of Abbreviations Used in Table and Strategy Document

| | | | |
|--------|----------------------------------|------|---|
| CE | Chief Executive | PA | Personal Assistant (to Chief Executive) |
| CIO | Community Involvement Officer | PDR | Performance & Development Review |
| CoM | Committee of Management | P&MS | Property and Maintenance Services |
| Comino | Computer Software Supplier | SSM | Support Services Manager |
| FAR | Federation of Albyn Residents | RSL | Registered Social Landlord |
| F&IT | Finance & Information Technology | RTO | Registered Tenant Organisation |
| H&CS | Housing and Community Services | TIV | Tenant Information Volunteer |
| HM | Housing Manager | TP | Tenant Participation |
| IMP | Internal Management Plan | UH | Universal Housing (Computer database) |

Registration of Tenant Organisations & Tenant Information Volunteers

The Housing (Scotland) Act 2001 gives Registered Tenant Organisations (RTOs) a central position in tenant participation. It introduces a duty on local authorities and housing associations to keep a register of Tenant Groups.

Albyn Housing Society, has already benefited from partnership working with tenants, through its relationship with the Federation of Albyn Residents (FAR) and FAR's remit to support tenant groups. The statutory right for registered tenant groups to be consulted is therefore welcomed.

We also recognise the need to be flexible and respond to the views and priorities of tenants. We have therefore included non-registered groups and Tenant Information Volunteers (TIVs) in the formal consultation process, although neither need to be

included under legislative requirements. However, we will encourage groups to become registered as this will entitle direct access to Communities Scotland for monitoring purposes. Non-registered groups and TIVs will not have this opportunity.

Our procedure for the promotion of registration for tenant groups and TIVs is available in a separate brochure, included within a registration application pack. This procedure has been developed jointly by members of FAR and staff of the Society.

Requests for registration and the outcome of requests will be noted in our Committee of Management minutes and recorded in a formal register. Information on RTOs and TIVs will be available on request from our Invergordon office during normal working hours.

Responding to Representations Made by RTOs

The Housing (Scotland) Act 2001 requires local authorities and RSLs to respond to a wide area of issues or concerns raised by RTOs. The Society will therefore attend on request any meeting held by a registered or non-registered group providing that at least two weeks notice is given.

Some issues may be resolved by provision of information. However where further consideration is needed before an issue can be resolved, details of the issue/concern should be provided at least two weeks prior to the meeting at which the issue/concern is to be discussed, to ensure inclusion of the item on the agenda and to allow time for collation of any background information required.

Tenant Management Organisations (TMOs)

The Society will consider requests from RTOs to establish TMOs, providing they meet the criteria set out in guidance published by the Scottish Executive.

Appendix 1 - Tenant Participation Strategy Action Plan

| 1 we will ensure open, accessible and meaningful consultation with all stakeholders on relevant issues | | | | | | | |
|--|--|--|--|--|---|---------------------------|--------------------------------------|
| Key | Task | Action | Target Output/Monitoring | Equalities | Responsibility | Resources | Timescale |
| 1.1 | We will provide the following information to all tenants: | <ul style="list-style-type: none"> All H & CS staff to monitor and feedback to manager comments from tenants regarding tenancy agreement | <ul style="list-style-type: none"> Clarity and understanding of tenancy agreement to be monitored through settling in visit and feedback from staff to HM | Translation options to be available for people who speak different languages, for people with visual or hearing requirements and for people with special needs | Housing Manager Support Manager CIO | Within existing resources | On-going and full review by May 2005 |
| 1.1.1 | a clear and concise tenancy agreement | <ul style="list-style-type: none"> HM to update when every 3 years and in accordance with statute Corporate format to be developed | <ul style="list-style-type: none"> Attainment of Crystal Mark for tenancy agreement Staff accredited by Plain English Society Equality Policy in place | | Communications strategy | | |
| 1.1.2 | an up to date and relevant tenant's handbook | <ul style="list-style-type: none"> HM to liaise with operations team to collate & update when necessary Full review undertaken every 3 years Corporate format to be developed | <ul style="list-style-type: none"> All managers responsible for advising HM of updates All staff to feedback tenant opinions and seek views direct from tenants by most appropriate method prior to 3 yearly review of handbook Full review every 3 years Accredited by Crystal Mark & Plain English Society | Translation options as above | Housing Manager Management team | Within existing resources | May 2005 |
| 1.1.3 | a new tenancy pack | <ul style="list-style-type: none"> HM to liaise with operations team on contents Each manager to discuss with service area what should be included Pack to be completely reviewed every 3 years in line with handbook Corporate format to be developed | <ul style="list-style-type: none"> Up to date & relevant tenancy information to be monitored through settling in visits Management team to pass on relevant info to HM Full review every 3 years Accredited by Crystal Mark & Plain English Society | Translation options as above | Housing Manager Management team | Within existing resources | On-going and full review by May 2005 |






| Key | Task | Action | Target Output/Monitoring | Equalities | Responsibility | Resources | Timescale |
|-------|---|--|---|------------------------------|--|--|---------------|
| 1.1.4 | regular rent statements | <ul style="list-style-type: none"> • HM to liaise with Comino over implementation date and also with other agencies over most effective layout • Item to be written for policy bulletin asking what tenants want and telling what we are proposing • FAR and tenant groups to be consulted on layout of statement • Corporate format to be developed • All staff to be advised of implementation date & regularity of statements | <ul style="list-style-type: none"> • Monitoring on effectiveness to be conducted through effect on rent arrears and feedback from tenants through policy update and day to day communication with tenants • Accredited by Crystal Mark & Plain English Society | Translation options as above | HM All staff Communications strategy | System changes £500 Additional postage £4k pa | May 2005 |
| 1.2 | We will provide the following minimum information to all stakeholders: | <ul style="list-style-type: none"> • Managers to produce list of all information leaflets available and give to TP Steering group • TP steering group to establish system of access both in reception and from general queries and method of advertising availability • Corporate format to be developed | <ul style="list-style-type: none"> • Usefulness, range and availability to be monitored through customer satisfaction survey, policy bulletin and day to day communication with tenants • All leaflets to be accredited by Crystal Mark & Plain English Society | Translation options as above | Managers Equalities Group All Staff Communications strategy | Within existing resources | 6 months |
| 1.2.1 | leaflets and guidance on specific issues | <ul style="list-style-type: none"> • Managers to keep up to date with which policies and procedures exist and make them available to stakeholders on request • Corporate format to be developed • PA to CE to hold list | <ul style="list-style-type: none"> • Requests to be monitored by PA to CE and reported to TP Steering Group annually • All policies to be accredited by Crystal Mark & Plain English Society • F & IT Director to keep list up to date | Translation options as above | Managers Equalities Group Communication strategy All Staff F & IT Director PA to CE | Within existing resources | March 2005 |
| 1.2.2 | details of policies and procedures on request | <ul style="list-style-type: none"> • TP steering group to liaise with CWP and FAR to establish requirements, timescale and responsibility for updating | <ul style="list-style-type: none"> • Well used and relevant website to be monitored by usage and perceptions of tenants by number of hits, feedback section on website itself, policy bulletin, customer satisfaction survey and day to day interaction with tenants • Website to be accredited by Crystal Mark & Plain English Society | Translation options as above | TP Steering Group CWP All Staff | £5k | November 2004 |
| 1.2.3 | a regularly updated website | | | | | | |



| Key | Task | Action | Target Output/Monitoring | Equalities | Responsibility | Resources | Timescale |
|-------|---|--|---|------------------------------|--|---------------------------|----------------------|
| 1.3 | Our consultation methods will include: | <ul style="list-style-type: none"> Editorial team to be formed to collate and arrange for newsletter to be printed and delivered to all tenants at least 3 times per year Directors responsible for ensuring articles provided to editorial team Policy Bulletin to be issued twice a year Policy review calendar to be established and timescales set for consultation | <ul style="list-style-type: none"> Tenants views on consultation method to be sought through customer satisfaction and policy bulletin for both publications Editorial team to set up publication calendar CIO to set up calendar for Policy Update Timescale monitored through relevance to calendar Both publications to be monitored through steering group Both publications to be accredited by Crystal Mark & Plain English Society | Translation options as above | Newsletter team CIO Directors TP Steering Group | Within existing resources | On-going |
| 1.3.1 | newsletter & policy bulletins | | | | | | |
| 1.3.2 | individual visits | <ul style="list-style-type: none"> All staff to be available to respond to reasonable requests for individual visit by stakeholder while taking into account estate visits and priorities All staff to be made aware of this requirement Line manager to be informed if request deemed unreasonable or staff member unavailable to attend Line manager to arrange alternative staff member if required | <ul style="list-style-type: none"> Views on availability and value of visits to be sought through customer satisfaction survey | Translation options as above | CE All Staff | Within existing resources | January 2005 |
| 1.3.3 | open days/ general meetings | <ul style="list-style-type: none"> Requests for open days or general meetings to be collated through Policy Bulletin and day to day contact with tenants Directors to co-ordinate if sufficient interest on relevant topic is established | <ul style="list-style-type: none"> Needs monitored through Policy Bullet, tenant feedback and customer satisfaction survey and fed to TP Steering Group TP Steering Group to monitor | Translation options as above | Directors CIO TP Steering Group | Within existing resources | On-going as required |





| Key | Task | Action | Target Output/Monitoring | Equalities | Responsibility | Resources | Timescale |
|-------|--|--|---|--|---|--------------------------------|--------------------------|
| 1.3.4 | focus groups | <ul style="list-style-type: none"> Requests for focus groups to be collated through Policy Bulletin and day to day contact with tenants Directors to co-ordinate focus groups if sufficient interest on relevant topic is established | <ul style="list-style-type: none"> Needs monitored through Policy Bulletin, tenant feedback and customer satisfaction survey and fed to TP Steering Group TP Steering Group to monitor | Translation options as above | Directors CIO TP Steering Group | Within existing resources | |
| 1.3.5 | annual tenants conference | <ul style="list-style-type: none"> Requests for frequency and content to be established through policy bulletin | | Translation options as above | CE, CIO | £5k | 2006 |
| 1.4 | All our material will be produced in clear, comprehensible and plain language. Particular interest groups will be taken into account. | <ul style="list-style-type: none"> Crystal mark to be attained for all relevant documents Members of staff to be accredited by Plain English Society Equality Policy to be applied Translation options to be available for all forms of communication | <ul style="list-style-type: none"> H&CSD to research attainment of Crystal Mark Staff accredited by Plain English Society Equality Policy in place Tenants views sought through policy bulletin and customer satisfaction | Particular interest groups to be involved in the equality process where ever possible. | CE Equalities Group Directors | Training & Accreditation Costs | Research by January 2005 |
| 1.5 | A settling in visit will be arranged for all new tenants | <ul style="list-style-type: none"> A settling in visit will be arranged for all new tenants in accordance with the New Tenancy procedures All visits will be made by appointment Visits will be co-ordinated and arranged depending in the first instance on any issues arising at the start of the tenancy (e.g. repairs, rent payments, estate management) or otherwise by an appropriate housing management staff member | <ul style="list-style-type: none"> Time input implications for workloads to be reviewed through existing line management monitoring processes To be co-ordinated and administered at an administrative level within housing services PMS to be included in visits Monthly statistical reports to HM Quarterly statistical reports to CoM | Translation options as above Individual tenant requirements to be picked up through standard new tenancy checklist and recorded on UH | Housing Manager PMS Manager H & CS and PMS staff CoM | Within existing resources | March 2005 |

| Key | Task | Action | Target Output/Monitoring | Equalities | Responsibility | Resources | Timescale |
|-------|--|--|---|---|--|----------------------------------|-----------------|
| 1.5.2 | | <ul style="list-style-type: none"> If the tenant is supported, the admin. Officer will liaise with the relevant support provider prior to a visit being arranged so that a joint visit can be arranged if appropriate and the tenant advised as required | <ul style="list-style-type: none"> H & CS and PMS staff responsible for checking support level and contacting support provider to arrange joint visit H & CS Manager to ensure all service providers are aware of the procedure for these visits | <p>Translation options as above</p> <p>Individual tenant requirements to be picked up through standard new tenancy checklist and recorded on UH</p> | <p>H & CS and PMS staff</p> <p>support provider</p> <p>Housing Manager</p> | <p>Within existing resources</p> | |
| 1.6 | A tenants newsletter will be issued at least 3 times per year | <ul style="list-style-type: none"> Editorial team to be established. Team to be made up of staff from every department One page of the newsletter to be written by FAR Further details as in 1.3 above | <ul style="list-style-type: none"> Minimum of 3 issues per year to be produced and monitored through TP Steering Group | <p>Translation options to be available for people who speak different languages, for people with visual or hearing requirements and for people with special needs</p> | <p>H&CSD The editorial team</p> | <p>Within existing resources</p> | <p>On-going</p> |
| 1.7 | A policy bulletin will be issued to enable review, consultation and feedback by tenants | <ul style="list-style-type: none"> Calendar of policies to be produced giving consultation timetables for each policy under review Review of effectiveness of this calendar and timescale to be conducted through policy review Further details as in 1.3 above | <ul style="list-style-type: none"> Each director to provide list of policies and procedures and dates of review to CE CE to consult with FAR to decide which policies will be consulted on with all tenants CE to produce calendar of policies giving review timetable CIO and Director of each department responsible for keeping to calendar timescale TP steering group to monitor calendar and timetable CoM to monitor whether or not feedback is influencing policy Response rates by tenants to be monitored by CIO Policy update to monitor effectiveness of calendar | <p>Translation options as above</p> | <p>CoM</p> <p>TP Steering Group</p> <p>H&CSD</p> <p>CIO</p> | <p>Within existing resources</p> | <p>On-going</p> |






| Key | Task | Action | Target Output/Monitoring | Equalities | Responsibility | Resources | Timescale |
|------|--|---|--|--|---|---------------------------|-------------|
| 1.8 | Local meetings will be held on key or specific issues | <ul style="list-style-type: none"> • Specific need for meetings to be monitored through policy bulletin and feedback from staff meeting with tenants • Local meetings should be first option for any significant new piece of legislation • Further details as in 1.3 above | <ul style="list-style-type: none"> • TP Steering group to monitor feedback from Policy Update • Managers to monitor feedback from staff and suitable new legislation | Translation options as above | Managers TP Steering Group | Within existing resources | As required |
| 1.9 | Focus groups will be formed to discuss specific issues of operation | <ul style="list-style-type: none"> • Policy bulletin to advertise for interested tenants or specific areas where focus groups are needed or may be of use • All staff to monitor for interest in or need for focus groups • Each director responsible for implementation of focus groups for their department • Directors to specifically encourage focus groups by advertisement and canvassing of groups/TIVS where they see a substantial benefit in having one • Directors to advise TP Steering Group when focus groups have been set up and when they have been ended • Further details as in 1.3 above | <ul style="list-style-type: none"> • TP Steering group to monitor feedback from Policy Update after each issue • Managers to monitor feedback from staff at departmental meetings • Directors to monitor policies and procedures to establish where focus group would provide substantial benefit | Translation options as above | Managers TP Steering Group Directors All Staff | Within existing resources | As required |
| 1.10 | FAR will have formal and effective input into setting and reviewing service standards | <ul style="list-style-type: none"> • Three year list of policies and procedures for review to be produced by FAR • FAR to produce a list of the policies and procedures it wants to be consulted on, and also to produce timescale for their consultation • Review of list to be conducted annually by CE and FAR | <ul style="list-style-type: none"> • CE to produce list of policies and procedures • FAR and CE to conduct annual review • TP steering group to monitor annually | FAR to ensure an equal opportunities statement is in place and operated as per its own admin. procedures | CE TP Steering group FAR | Within existing resources | March 2005 |



| Key | Task | Action | Target Output/Monitoring | Equalities | Responsibility | Resources | Timescale |
|------|---|--|--|------------------------------|--|---------------------------|-------------|
| 1.11 | Tenants and tenant groups will be consulted on all policies identified by FAR in addition to those identified as statutory responsibilities | <ul style="list-style-type: none"> • Calendar of policies to be produced as per 1.7 above • Consultation to be carried out as per 1.3 above | <ul style="list-style-type: none"> • As per 1.7 above | Translation options as above | CoM TP Steering Group HSD CIO | Within existing resources | As required |
| 1.12 | Consultation will be added to our standard Committee Report format in the governance and accountability section Prepare step-by-step guidance sheet for consultation process | <ul style="list-style-type: none"> • Consultation element to include number of returns received from groups and individual tenants, summary of responses received and option favoured where appropriate • Step by step guidance to reflect this and also to include appropriate elements of 1.7 above | <ul style="list-style-type: none"> • Revised Committee report to be written by CE • Guidance sheet for consultation process to be written by CE in conjunction with item 1.7 above • Committee to feedback on layout and content of new report through CE and appropriate - Committee member to TP steering group | Translation options as above | CoM CE TP Steering Group | Within existing resources | March 2005 |
| 1.13 | Appropriate staff will attend formal and informal meetings with tenants as requested to explain and discuss the Society's policies, procedures and working practices, subject to adequate notice | <ul style="list-style-type: none"> • Managers to decide after request from groups, tenants or members of staff appropriate person to attend meetings • Staff should respond positively to any reasonable request from manager • Tenants/groups/staff requests should be given at least 14 days in advance to guarantee staff attendance | <ul style="list-style-type: none"> • CE to promote culture of all staff involvement in such meetings • Managers to monitor requests for staff attendance and report to TP strategy group annually on number of requests received and number of meetings attended | Translation options as above | | Within existing resources | As required |
| 1.14 | Information will be freely available in all our offices open to the public | <ul style="list-style-type: none"> • Information as per 1.2 above • Requests from individual tenants regarding information on personal files to be addressed to managers • Charging policy as per Data Protection policy | <ul style="list-style-type: none"> • As per 1.2 above • Finance director in conjunction with managers to write information charging policy • Details of charging policy to be advertised through newsletter • Policy to be monitored every 3 years | Translation options as above | As per 1.2 Finance Director | Within existing resources | On-going |






| 2 We will ensure appropriate training is available for all parties to our participation processes | | | | | | | |
|---|--|---|---|------------------------------|--------------------------------------|---------------------------|-----------------|
| Key | Task | Action | Target Output/Monitoring | Equalities | Responsibility | Resources | Timescale |
| 2.1 | Joint training will be provided for tenants, staff & Committee of Management members wherever possible | <ul style="list-style-type: none"> • Directors to ensure tenants & CoM are included where appropriate in training sessions for staff • CoM to ensure staff and tenants are included where appropriate in their training programme | <ul style="list-style-type: none"> • Directors to collate information on staff training needs and inform PA to CE • CE to collate CoM training needs and inform PA to CE • CIO to collate FAR training needs and inform PA to CE • PA to arrange joint training sessions where appropriate in liaison with appropriate directors and FAR. • CE to ensure at least one joint training session for staff, CoM and FAR annually • TP Steering group to monitor | Translation options as above | Directors CEO CIO PA to CEO | Within existing resources | Review annually |
| 2.2 | Committee of Management will receive a skills audit linked to a PDR for CoM which will identify opportunities & skills gaps | <ul style="list-style-type: none"> • CEO to arrange independent annual skills audit and monitor compliance of training programme | <ul style="list-style-type: none"> • TP Steering group to monitor action taken | Translation options as above | CEO | Within existing resources | Review annually |

| Key | Task | Action | Target Output/Monitoring | Equalities | Responsibility | Resources | Timescale |
|-----|--|--|---|------------------------------|-----------------------------------|---------------------------|--------------------------------|
| 2.3 | Induction training will be provided or facilitated to include tenant participation for all new staff by the appropriate line manager | <ul style="list-style-type: none"> Tenant Participation to be added to all induction training | <ul style="list-style-type: none"> CE to add TP to induction programme Managers to ensure staff member is fully aware of TP commitment by Society | Translation options as above | CE Managers | Within existing resources | Start discussion November 2004 |
| 2.4 | Induction training to be provided or facilitated for new groups, TIVs and tenants new to tenant participation | <ul style="list-style-type: none"> FAR to provide induction training programme for new groups, TIVs and tenants new to TP | <ul style="list-style-type: none"> FAR in conjunction with CIO to write induction training programme FAR to monitor training programme and conduct review every three years TP Steering Group to ensure review conducted | Translation options as above | FAR CIO TP Steering Group | Within existing resources | March 2004 |
| 2.5 | Induction training to include tenant participation will be provided or facilitated to new Committee of Management members by the CE | <ul style="list-style-type: none"> CE to include TP in induction training programme | <ul style="list-style-type: none"> TP Steering Group to ensure TP included | Translation options as above | CE TP Steering Group | Within existing resources | On-going |
| 2.6 | Staff will be kept up to date with the Society's current and planned policy in relation to tenant participation | <ul style="list-style-type: none"> Training to be included within joint training days | <ul style="list-style-type: none"> TP Steering Group to monitor training takes place | Translation options as above | Directors CE TP Steering Group | Within existing resources | On-going |






| 3 We will integrate tenant participation into the day-to-day running of the Society at all levels | | | | | | | |
|---|--|--|---|------------------------------|--|---------------------------|--------------------------------|
| Key | Task | Action | Target Output/Monitoring | Equalities | Responsibility | Resources | Timescale |
| 3.1 | TP practices will be incorporated in our IMP. Each dept. will have TP action tied into IMP and monitored through the steering group | <ul style="list-style-type: none"> CE to ensure TP incorporated in IMP Directors to write TP action plan for department and pass to CE | <ul style="list-style-type: none"> CE to write TP into IMP CE to take departmental TP action plans to TP steering group to monitor | Translation options as above | CE Directors TP Steering Group | Within existing resources | Reviewed annually through IMP |
| 3.2 | We will work towards maximization of tenant representation on CoM and membership through promotion of tenant involvement | <ul style="list-style-type: none"> Tenant involvement to be promoted through promotion of benefits in Newsletter, Policy Update, publicity and day-to-day interaction with tenants Tenant places to be set aside on CoM to ensure representation by tenants FAR place on CoM to be maintained | <ul style="list-style-type: none"> Newsletter group to ensure membership of FAR and Society in regular issues and benefits of this detailed CIO to ensure feedback from tenants and influence of tenants on policy incorporated in Policy Update CE to ensure tenant places and FAR place incorporated in CoM All staff to encourage tenants to be involved in TP where appropriate Society to aim to always have designated tenant places on CoM filled | Translation options as above | Newsletter Group CIO CE All Staff | Within existing resources | On-going Monitored annually |

| Key | Task | Action | Target Output/Monitoring | Equalities | Responsibility | Resources | Timescale |
|-----|---|---|--|------------------------------|--|---------------------------|-----------|
| 3.3 | Committee and staff will ensure meetings are accessible. Review meetings to establish geographical accessibility established | <ul style="list-style-type: none"> Log book to be kept by CS detailing venues in every area we have held meetings giving details of accessibility, facilities, etc. Policy Update to do review of geographical meetings every 3 years to ascertain tenants' views on where to hold meetings | <ul style="list-style-type: none"> Receptionist to collate venue information in log to be made available to all staff TP Steering group to monitor work done on log and update conducted periodically Managers to ensure all staff know about log CIO to ensure review in policy Update every 3 years TP Steering Group to monitor update is done | Translation options as above | CEO CIO TP Steering Group | Within existing resources | On-going |
| 3.4 | We will actively promote membership of the Society at start of tenancy and regularly throughout tenancy through publicity | <ul style="list-style-type: none"> Membership form for joining the Society to be included in start of tenancy pack Benefits to be made clear in new tenancy visit Benefits of joining and forms for joining to be made available at all public meetings called by the Society | <ul style="list-style-type: none"> HM to ensure form is included in new tenancy pack HM to ensure benefits of joining Society are stated in new tenancy 3 months meeting All managers to ensure staff know the benefits of joining the Society All staff arranging public meeting to ensure Society membership forms are available at the meeting | Translation options as above | Housing Manager All Managers All staff | Within existing resources | On-going |





| 4 We will ensure that appropriate resources are available to deliver these objectives | | | | | | | |
|---|---|--|---|------------|------------------|--|-----------|
| Key | Task | Action | Target Output/Monitoring | Equalities | Responsibility | Resources | Timescale |
| 4.1 | Finances will be reviewed annually to coincide with budget setting process and detailed in IMP | <ul style="list-style-type: none"> Finance Director to ensure costs are included in annual budget and ensure TP strategy can be actioned Finance Director to introduce clear and practical method of recording these costs Finance Director to ensure these costs are detailed in IMP | <ul style="list-style-type: none"> Annual budget for TP published Uniformed method of recording TP costs introduced IMP to included detailed costs | | Finance Director | Within existing activity budgets other than specific funding to groups / FAR | Annually |
| 4.2 | Staff time input and resources required will be reviewed within the strategy cycle | <ul style="list-style-type: none"> Management Team to discuss most appropriate means of ensuring recognition for staff time input | | | CE Managers | Within existing resources | Annually |
| 4.3 | Time input of tenant volunteers will be included and recognised within annual review of resources, including recruitment requirements | <ul style="list-style-type: none"> FAR to to discuss most appropriate means of ensuring recognition for volunteers time input | | | FAR CIO | Within existing resources | Annually |



| 5 We will ensure that this strategy and progress towards achieving the objectives are monitored and reviewed on an on-going basis | | | | | | | |
|---|--|---|---|------------------------------|---|--|---|
| Key | Task | Action | Target Output/Monitoring | Equalities | Responsibility | Resources | Timescale |
| 5.1 | The initial strategy will be reviewed no longer than 18 months from publication and at least every 3 years | <ul style="list-style-type: none"> Review procedure to be running by July 2004. Strategy to be sent to all tenants, groups and FAR for consultation Reviewed strategy to be sent to all tenants before going to CoM Review to be put in place to ensure similar exercise conducted within 3 years | <ul style="list-style-type: none"> H & CS Director to ensure fully reviewed strategy to go to CoM TP Steering Group to monitor review done on time and with full consultation TP Steering Group to monitor review takes place every 3 years | Translation options as above | H & CS Director | Within existing resources | Sept'04 CoM then September 2007 |
| 5.2 | Tenant satisfaction will be surveyed on an on-going basis for each service area and at least every 3 years on a general basis Focus groups to be consulted regularly | <ul style="list-style-type: none"> H & CS Director to liaise with Directors and lead commissioning of tenant satisfaction survey Director leading specific focus groups to ensure group is consulted with | <ul style="list-style-type: none"> TP Steering Group to monitor tenant satisfaction is conducted on one third of tenants every year allowing all tenants to be monitored every 3 years TP Steering Group to monitor which focus groups are operational as per 1.9 above | Translation options as above | H & CS Director Directors TP Steering Group | Consultancy costs £10k. Then £5k annually Not budgeted for | October 2004 then annually |
| 5.3 | A TP audit will be repeated at least every 3 years | <ul style="list-style-type: none"> H & CS Director to commission audit in full consultation with FAR and CoM and included within internal audit programme | <ul style="list-style-type: none"> CoM to ensure audit carried out | Translation options as above | H & CS Director CoM | £10k | Year prior to 3 yearly review of strategy |
| 5.4 | Stakeholder steering group to be set up to develop action plan, establish targets and review performance. To meet at least 2 times per year and report to Committee of Management and through tenants' newsletter at least annually. | <ul style="list-style-type: none"> H & CS Director to lead set up of Steering Group H & CS to report to CoM at least annually H & CS to forward report to Newspaper Group to publish annually | <ul style="list-style-type: none"> CoM to monitor Steering Group Newsletter group to publish | Translation options as above | CoM Newsletter group | Within existing resources | 6 monthly |





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