



TENANT ENGAGEMENT STRATEGY

2025/2028

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1. FORWARD

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Here at Manningham Housing Association (MHA) we are proud of our history of tenant engagement, and we are committed to giving tenants a clear voice throughout the whole organisation. Across our 30 plus years MHA has shown great dynamism and had a positive impact across the Bradford and Keighley areas. Having come into existence to address the unmet housing needs of the Black, Asian and Minority (BAME) communities it is with pride that we look back across our history and have positioned ourselves as industry leader within the BAME housing sector.

We see that engagement is about engaging, empowering, and enabling tenants to influence and improve services. This helps build trust in the way we manage our homes and services. Tenants are at the heart of MHA and are encouraged in many ways to become involved in helping improve services. We are proud of our Tenant Engagement Strategy. It has been created through joint consultation between involved tenants and members of staff. By working together as one team, we believe this strategy will give tenants a big voice within MHA.

Listening to tenants and involving them in every aspect of our activities is crucial to the way in which MHA delivers its plans and services. We are different in our relentless focus on creating better homes and neighbourhoods and the voice of tenants will always be a key component in our success.

MHA is committed to listening to and working with tenants and we aim to be a sector leader for tenant engagement. From experience, we know that co-creating with tenants improves services and avoids wasting resources on things tenants do not value. Our commitment to tenant governance and tenant engagement is led from the top. The Chair of the Board, Chair of the Customer Experience Committee, Chair of the Customer Panel, and Chief Executive are all personally committed and will ensure MHA holds true to this guiding principle.



Rupert Pometsey
Chair of the Board



Cath Bacon
Chair of the Customer
Panel



Lee Bloomfield
Chief Executive



Shazia Khan
Chair of the Customer
Experience Committee

2. INTRODUCTION

2.1 Background and Rationale

This Tenant Engagement Strategy (2025/2028) sets out how Manningham Housing Association (MHA) intends to engage and involve its tenants and residents in decision-making to improve services to its tenants. We live in a world of consumer choice. Tenants expect to have choices over almost every aspect of their lives. They want more say in the services they receive and how, and when, they receive them.

Manningham Housing wants to meet these expectations across all our products and services. We want to be an organisation that is valued by our tenants, and one that they would recommend to others. Our tenants are at the heart of everything we do. We believe that only by having meaningful engagement, listening to our tenants, and understanding what really matters to them, will we be able to continually improve and develop our products and services.

From April 2024, the Social Housing Regulation Act enhanced the responsibilities and powers of the Regulator of Social Housing (RSH) providing them with a strengthened approach to regulating landlords. This includes revising of the consumer standards which all landlords have to comply with alongside the economic standards. The introduction of the revised consumer standards also included information on the RSH's Tenant Satisfaction Measures (TSM) that all social landlords must report on.

Additionally greater powers have also been provided to the Housing Ombudsman for reviewing how well landlords report on and deal with customer complaints.

All councils and registered social housing landlords are required to make performance information accessible and clear to residents and a regulatory review. The National Housing Federation has introduced an action plan known as Together with Tenants which aims to introduce a new code of governance, a tenant's charter, resident oversight and scrutiny and a closer tenant link to regulation.

At MHA, we have a strong track record of tenant participation employing a range of means for tenants to provide us with feedback across the spectrum of issues on the housing agenda. We encourage engagement from our tenants to provide feedback on our services by traditional methods such as surveys and meetings but understand that resident engagement needs to adapt to the way residents engage with information. Digital change is happening, and we need to embrace this change and opportunities that arise from such transformation.

Our tenants can help us to make neighbourhoods the best they can be. We need to better understand what that looks like, and tenants are in a unique position to help us to do just that. Every tenant has an opinion or view about us as an organisation and we want to know what this is and use this information to shape our future business and services.

This Strategy outlines the ways that Manningham Housing is working towards transforming its approach to tenant engagement by involving diverse tenants more in designing, testing, and scrutinising our day-to-day housing and non-housing work. Under this strategy we will provide more choice on how our tenants engage with us, through online platforms, more estate specific services with the aim of becoming a more inclusive and accessible organisation reaching a larger tenant base as our stock portfolio grows.

We hope that by employing such measures and by exploiting every opportunity available to seek tenant feedback, we will continue to improve service delivery, help tenants to maintain their tenancies and promote harmonious and prosperous neighbourhoods and communities where people will choose to live and grow pride and confidence.

2.2 About Manningham Housing Association (MHA)

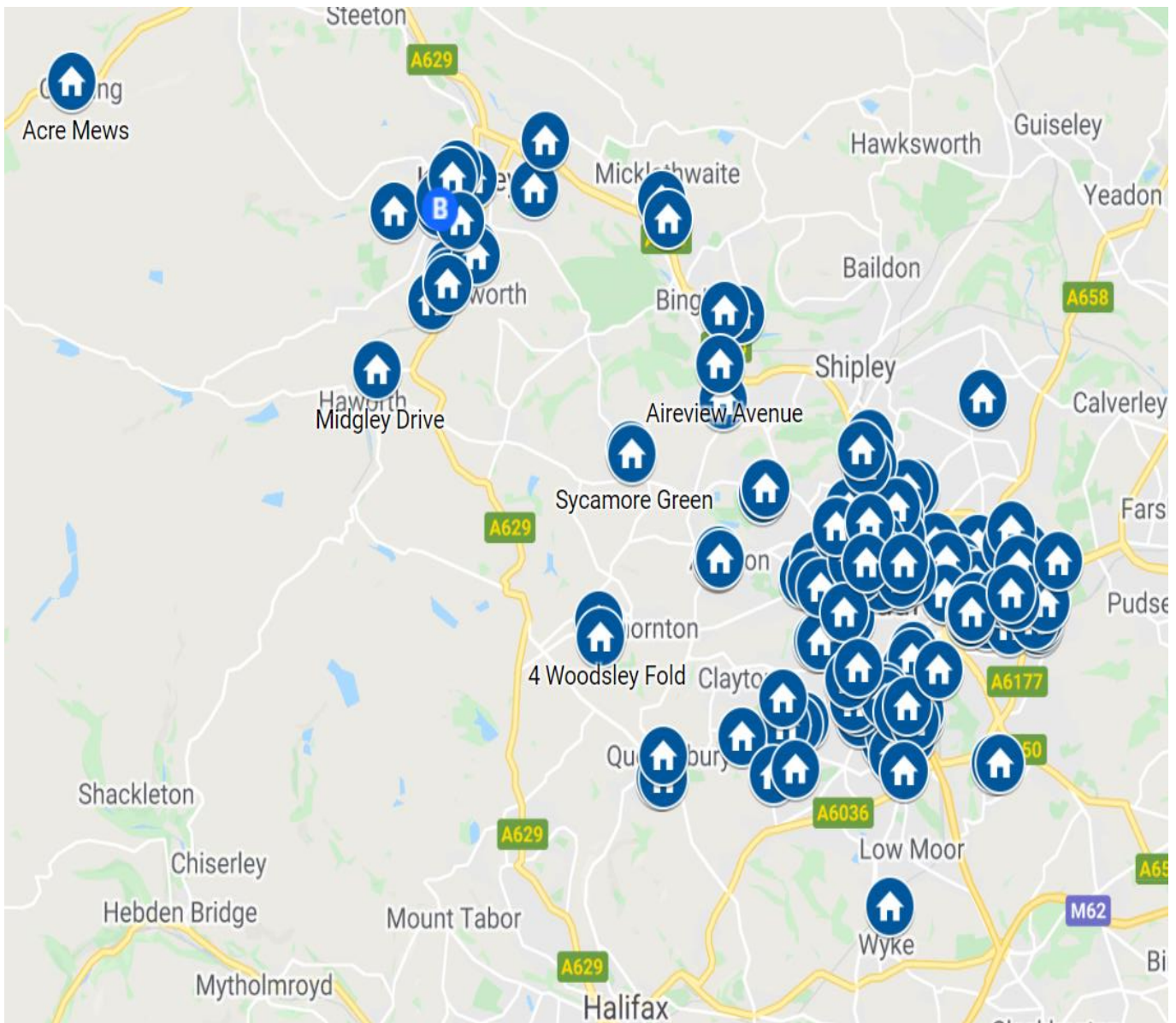
Manningham Housing Association (MHA) has a proud track record of delivering homes and services to the communities in Bradford and Keighley. MHA came into existence in 1986, following a piece of research undertaken into the housing needs of Black and Asian Communities in Bradford by the Bangladeshi Youth Organisation.

This research proved that the needs of the South Asian Community were not being addressed and the government and the council supported MHA growing from an organisation with two properties to one that now has over 1400 homes and houses over 6000 residents. The MHA Board have decided that our core mission of ensuring that the housing needs of the South Asian community, particularly in the Bradford area, are met and is still an important and justifiable aim as the needs of the community are as great as ever.

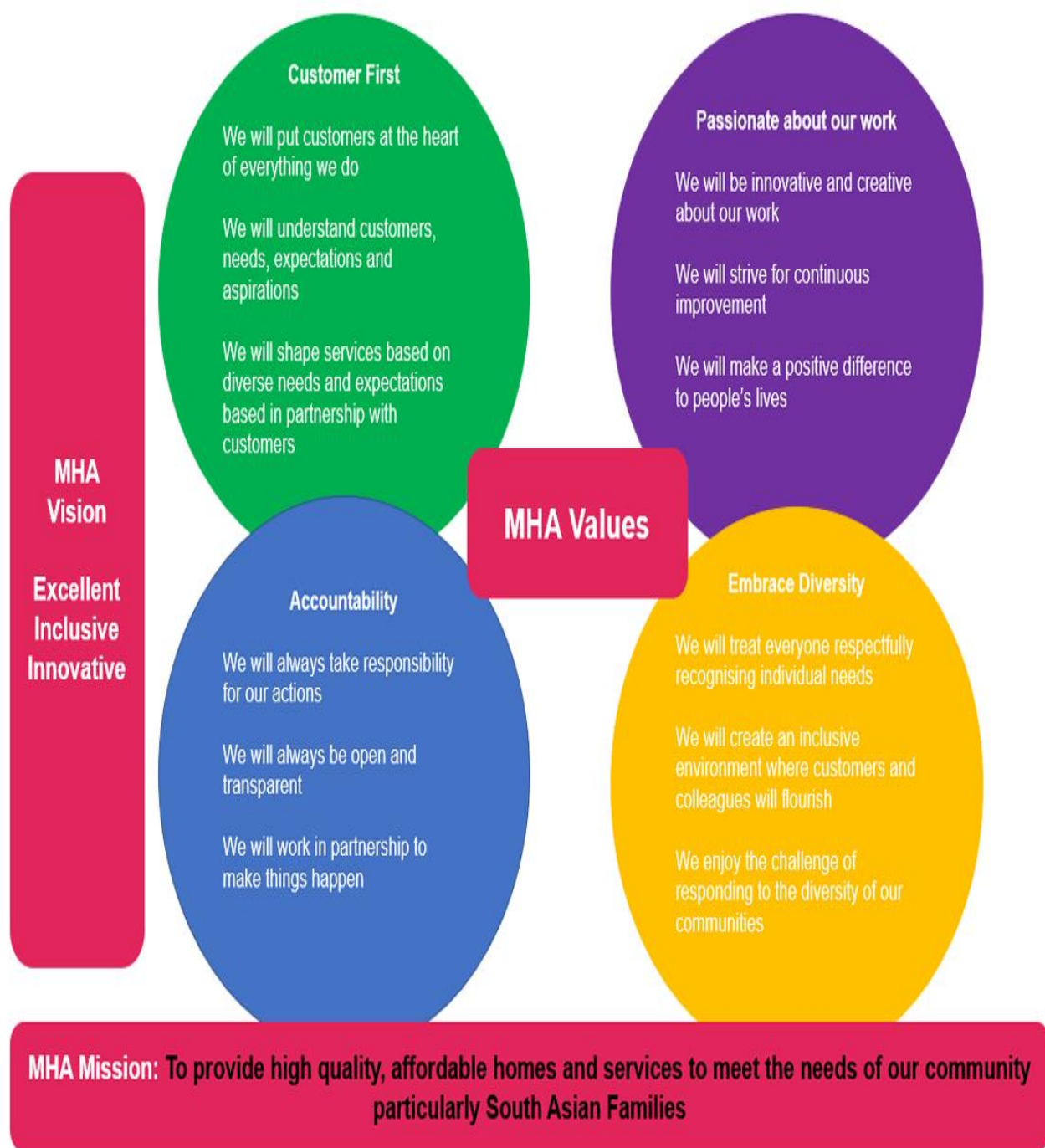
As part of our Growth Strategy, we have plans to acquire and develop additional properties. The Board has approved the acquisition of 100 homes, further expanding our capacity to meet the housing needs of our tenants.

2.3 MHA Stock

Manningham Housing is Bradford based but also covers the local area of Keighley. As of January 2025, MHA manage 1422 homes and house over 6000 residents across Bradford and Keighley Boroughs.



2.4 Our Mission and Values



2.5 Our Commitment to Tenant Engagement

Manningham Housing seeks to maximise the opportunities to ensure that our tenants and residents are at the heart of everything we do.

We recognise that good tenant engagement can bring benefits not only to our tenants and residents but also to our organisation and the wider communities and neighbourhoods we serve. Tenant engagement ensures that we develop policies and services that meet the needs and aspirations of our tenants and residents, creating genuine opportunities for them to influence decisions and increase levels of satisfaction.

It is widely acknowledged that when tenants and residents know that they can genuinely make a difference, influence decisions, and feel listened to, that they feel valued and more willing to be

involved. This in turn leads to better working relationships between staff and tenants helping to promote positive two-way communication and respect between Manningham Housing and our tenants and residents.

2.6 The Consumer Regulatory Standards

Like all Housing Association landlords, MHA is required to meet the National Consumer Regulatory Standards for housing services. The new housing consumer regulation standards aim to enhance tenant experiences across four key areas: These consumer standards are summarised below: -

- **Transparency, Influence and Accountability Standard** – Focuses on fairness and respect as core principles. Landlords must engage tenants, providing opportunities to influence and scrutinise strategies, policies, and services while continually improving tenant engagement. Landlords must use data to address diverse needs, ensuring accessibility and equitable outcomes. Essential landlord service information must be provided, alongside enhanced Tenant Satisfaction Measures (TSMs), broadening performance data requirements. Complaints procedures remain consistent, and self-referral expectations are reinforced through new legislative powers.
- **Safety and Quality Standard** – Reinforces expectations for landlords to ensure tenant safety and housing quality. Landlords must complete all legal health and safety assessments within set timescales. There are new requirements for stock quality, mandating accurate, up-to-date records on housing conditions to maintain safe and well-kept homes. Repairs and maintenance now focus on tenant-centric service, emphasising easy reporting and clear communication. Additionally, adaptations receive greater emphasis, requiring landlords to support tenants in accessing services.
- **Tenancy Standard** – Focuses on a tenant-centric approach while ensuring landlords balance competing demands for housing stock. Allocations and lettings must prioritise the appropriate use of adapted housing. Mutual exchange continues with support for tenants seeking exchanges, alongside a new requirement for landlords to inform tenants of the implications. Tenancy sustainment is given greater emphasis, requiring landlords to help tenants maintain their tenancies and provide timely advice when staying is no longer suitable.
- **Neighbourhood and Community Standard** - Outlines landlords' responsibilities in maintaining safe and well-managed communities. While shared spaces may not be directly managed by landlords, they must collaborate with others to ensure these areas remain safe for tenants. New safer neighbourhood's requirements emphasise tackling Anti-Social Behaviour (ASB) and introduce a specific approach for handling hate incidents. Additionally, landlords are recognised as having a role in tackling domestic abuse, aligning with expectations set in the White Paper and the Social Housing Regulation Act 2023.

2.7 Principles for Good Tenant Engagement

Our principles of tenant engagement reflect the principles set out by the National Housing Federations Together with Tenants Plan and Charter Values which aim to build stronger relationship between housing associations and residents.

- **Relationships** – We will treat all tenants/residents with respect in all of their interactions with us. Relationships between residents and MHA will be based on openness, honesty, and transparency.
- **Communication** – Residents will receive clear, accessible, and timely information from MHA on the issues that matter to them including important information about their homes and local community, how the organisation is working to address problems, how the organisation is run, and information about performance on key issues.

- **Voice and Influence** – Views from residents will be sought and valued and this information will be used to inform decisions. We will strive towards every individual resident feeling listened to by MHA on the issues that matter to them and can speak without fear.
- **Accountability** – Collectively, residents will work in partnership with MHA to independently scrutinise and hold us to account for the decisions that affect the quality of their homes and the service they receive.
- **Quality** – Residents can expect homes to be good quality, well maintained, safe and well managed.
- **When Things go Wrong** – Residents will have simple and accessible routes for raising issues, making complaints, and seeking redress. Residents will receive timely advice and support when things go wrong.

MHA has signed up to this through the National Housing Federation and as a community facing organisation is committed to promoting meaningful tenant engagement and improving the service our tenants receive from us and our partners.

Practically WHAT this means for you as our tenants is: -

- 😊 You will be able to feel safe in your homes.
- 😊 We will share information on our performance.
- 😊 Complaints will be dealt with promptly and fairly.
- 😊 You will be treated with respect and dignity.
- 😊 Your voices will be heard.
- 😊 You will have good quality home and neighbourhood to live in
- 😊 You will be supported to prosper in life through skills and personal development.

2.8 Benefits of Tenant Engagement

Tenant engagement is a way for Manningham Housing and our tenants to share information, ideas and work together to improve our services. There are many benefits to getting involved with shaping the service you receive from us e.g.

- ✓ Influencing decisions that affect your housing services.
- ✓ Promoting better communication between tenants/residents and staff.
- ✓ Developing your skills and knowledge of the services you can expect to receive.
- ✓ Meet new people, share ideas;
- ✓ Increase satisfaction levels within your home and community.
- ✓ Ensuring tenants voices are heard, listened to, and taken forward by all at MHA.
- ✓ Enabling a diverse and representative range of tenants to engage and to get involved which reflect tenant's preferences, capacity, and interests.
- ✓ Using tenant engagement activity to influence the design and delivery of services.
- ✓ Using tenant engagement activity to scrutinise our performance.
- ✓ Taking a proactive approach to engagement; preventing issues arising and reducing the need for reactive engagement.
- ✓ Promoting transparency and honesty in our decision making, providing timely feedback about how tenant voice has made a difference.

2.9 Current Engagement Opportunities

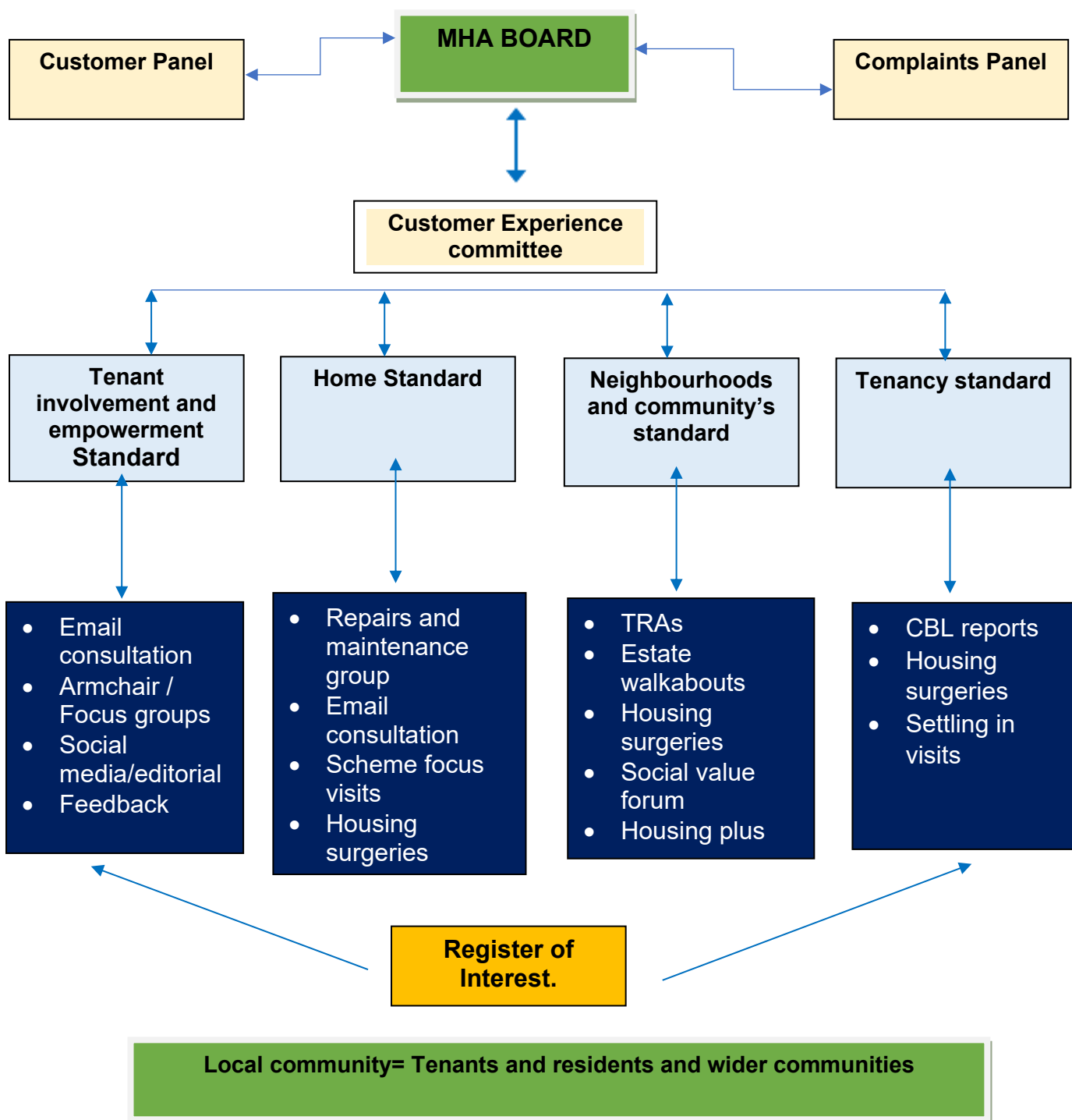
MHA has a well-established system of tenant engagement. We do this by offering our tenants a voice in how services are co-designed and delivered. Listed below are the methods we currently use.

Method of engagement	Frequency	Lead
Scheme Inspections – These inspections are jointly carried out with staff and customers to ensure that our schemes are looking clean and tidy and to identify any H&S concerns.	Bi-monthly/quarterly	Neighbourhood Officers
Settling in visits – Courtesy visits to ensure that new tenants have settled into their new home. An opportunity to discuss any concerns they or we may have.	6-weeks	Neighbourhood Officers
Repair feedback form – Each job logged triggers a repair feedback form linked to the customers online portal account. The form is used to capture comments and feedback relating to that specific repair once job completed. If the customer does not have an online portal account then customer services will contact the customer to try and set up an account for them. Should the customer prefer another format, then the form is sent out by post with a pre-paid envelope.	Monthly	Repairs
Repair courtesy calls – Carried out each month by our Customer Service Team to capture feedback from tenants based on their last repair carried out.	Daily	Repairs
Scheme focus events – MHA are aiming to complete a scheme focus event every quarter whereby MHA staff from the Neighbourhood team, Maintenance and Income team attend a chosen scheme to carry out home visits, inspect properties and be on hand to deal with any customer enquiries. It is a great opportunity to speak with customers we do not normally get to speak with.	Quarterly	Neighbourhood Officers
Resident Mela Events – MHA is now holding 2 tenant mela events every year. One event specifically targeting areas of Bradford and another for Keighley. These events bring communities together, celebrate diversity, and provide an opportunity for residents to engage with staff, share feedback, and access information about services in an inclusive, festive environment.	Bi-Yearly	MHA Mela Working Group
Newsletter/feedback – MHA sends a local newsletter to each scheme when Neighbourhood Officers carry out their scheme inspections. Scheme inspections	Monthly/ 6 monthly	Customer Engagement and Involvement Officer

are carried out on a quarterly and bi-monthly basis. Our feedback magazine goes out every 6 months to highlight engagement and engagement opportunities.		
Customer Panel – Our customer panel meets every 3 months to consult & review decision-making and policy change.	Quarterly	Customer Engagement and Involvement Officer
Customer Complaints Learning Forum – This panel meets up every 6 months and randomly views a handful of complaints we have dealt with to ensure that we are dealing with complaints effectively and in line with our complaints policy. The panel make suggestions and recommendations on how they feel we have handled each of the complaints.	6 monthly	Customer Engagement and Involvement Officer/Neighbourhood Officers
Community Consultation- our social value work and community initiatives work is led by people and communities.	Ongoing	Customer Engagement and Involvement Officer/Neighbourhood Officers
Resident Groups – MHA is currently engaging with several resident groups and actively supports new groups to encourage tenant participation. These groups give residents a platform for feedback, decision making and community action.	On-going	Customer Engagement and Involvement Officer/Neighbourhood Officers
Community Initiatives Grant – A £500 grant available to communities and resident groups to facilitate any community led project. This grant is approved through the Customer Panel.	Ongoing	Customer Engagement and Involvement Officer/Customer Panel
Volunteering – MHA provide a number of volunteering opportunities for residents, whether work or community based.	On-going	Community Investment Team/Customer Engagement and Involvement Officer
Customer Experience Committee – A branch of MHA's overall Governance Structure. Tenant Board members and Tenant Co-optee work collaboratively with MHA to scrutinize services, provide feedback, and help shape policies, ensuring a resident-focused approach to decision-making.	Quarterly	Executive
Mystery Shopping – MHA uses Mystery Shopping as a resident engagement tool, where trained residents evaluate the quality of services anonymously. This helps identify strengths and areas for improvement, ensuring services meet resident expectations.	Quarterly	Customer Engagement and Involvement Officer

Scheme Champions - are residents who voluntarily act as key contacts within their communities, providing feedback, raising concerns, and helping to improve local services by working closely with MHA staff.	Quarterly	Customer Engagement and Involvement Officer/Neighbourhood Officers
Board Videos – Video case studies are presented at quarterly board meetings. These case studies examine individual customer experiences of particular services.	Quarterly	Neighbourhood Team Leader/Customer Engagement Officer

The structure below illustrates various participation opportunities available to our tenants and details how this engagement and the information gathered from it, feeds into MHAs wider structures and decision-making.



3.TENANT ENGAGEMENT STRATEGY

3.1 Aims

Our Tenant Engagement Strategy 2024/2027 aims to:

- Increase tenant engagement in shaping and influencing the decision-making process at all levels by promoting engagement opportunities.
- Increase the number of skilled, knowledgeable, and representative tenants participating in creating, developing, testing, and scrutinising what we do.
- Develop mechanisms which are personalised and tailored to connecting, communicating, and engaging with tenants.
- Embed a culture of tenant engagement throughout the organisation and establishment as core activity for all staff.
- Use tenant feedback to improve the efficiency and reliability of services.
- Minimise and remove any barriers to effective engagement and ensure equal opportunity of access to engagement activities.

3.2 Our objectives

We will achieve our aims through delivering against the following objectives: -

Objective 1: Informing: Better informing our tenants and residents about the opportunities available to get involved and help to shape the services they receive.

Objective 2: Listening and Influencing: We will create a range of opportunities to listen and hear what our tenants are saying. This will enable tenant voice to the top of the organisation, making strategic decisions as well as influencing operational delivery on housing and non-housing matters.

Objective 3: Designing: New ways tenants can get involved. This includes opportunities to involve tenants from their home, through digital technology and out in the community or through scheme visit. We want to fit around our tenants' lives and make engagement easy and accessible for all.

Objective 4: Testing: Effectively working with our tenants and residents to test our services to ensure we are doing what we promised.

Objective 5: Scrutinising: Working alongside our tenants to create opportunities for better scrutiny of our services and handing power over to tenants and residents.

3.3 Our Approach

Our Tenant Engagement Strategy 2024/2027 is aligned with our tenant service promise and our **Corporate Strategy 2023/2026** of providing more affordable homes, looking after our existing homes and tenants, community investment and partnership and tackling inequalities in the BAME community. All our engagement and involvement activity with our tenants will be guided by the following characteristics and values:

- **Open and transparent** – being open and honest to tenants from the outset to build trust and confidence.
- **Right information, right time** – sharing information at the most appropriate time to encourage the greatest engagement.
- **Meaningful** – ensuring that engagement is undertaken for a purpose and not a ‘tick box’ exercise.
- **Listen and act** - recognising consultation fatigue and ensuring that engagement activity and feedback is used to inform and generate change. We believe tenants will only engage if their voice has been listened to.
- **Clear** – using our new tone of voice to ensure information is easy to understand.
- **Support** – our tenants to participate in tenant engagement roles and opportunities.
- **Rewarding** – ensuring engagement is a rewarding experience by demonstrating impact and recognising the contribution our tenants are making.

3.4 Our Step Plan

We will provide our tenants with a range of ways to hear about, and get involved, in our work, see Appendix A. We want to give tenants choice so that they can decide the extent of their engagement. To achieve this, we will be more strategic and measured in our way of engaging tenants by **informing, listening/influencing, designing, testing, and scrutinising services**.

• Informing tenants

We want our tenants to be better informed about the opportunities available to get involved and help shape the products and services they receive. To do this it is important that MHA embrace changes in technology, as well as continuing to communicate with tenants who are not online and prefer traditional methods of engagement and involvement.

Ways MHA will achieve this:

- ✓ **Social Media** – Improving how we engage with tenants on social media and increase the visibility of our work through this channel and various platforms.
- ✓ **Publications/Newsletters** – Continue to produce a range of publications which communicate engagement opportunities and are co-produced with our tenant's.
- ✓ **Online** – Improve our website, and online portal user experience so that tenants are inspired by the work of MHA and want to be involved.
- ✓ **Conversations with staff** – Our dedicated staff will encourage tenants to get more through one-on-one interactions either through the digital community or your home.
- ✓ **Outreach and Engagement**- Our dedicated staff will promote the how to get involved leaflet to promote engagement opportunities.

• Listening/Influencing

We will support a range of opportunities to really listen and hear what our tenants are saying. By building ways for tenants to give feedback through the ways they interact with us, we will be able to better understand what our tenants think and make amends as a result.

Ways MHA will achieve this:

- ✓ **Tenant Satisfaction Surveys** – becoming more strategic about the issues we ask tenants for feedback. This is to ensure that tenant feedback influences change.
- ✓ **Suggestions, compliments, and complaints** – learning from where we have got it right and where we have got things wrong, and something needs to be changed. We see complaints as valuable insight into our business and a key indicator of how we can improve.
- ✓ **Good Neighbours Engagement events** – focusing on a topic or a geographical area to have some specific conversations in an interactive way to reach our tenants.
- ✓ **Existing relationships** – using the knowledge that we gather every day through calls to our Customer Service Team, through conversations with tenants in their homes or out on our estates to hear what tenants are telling us.
- ✓ **Digital** – improving our online platforms so there are more opportunities for us to hear what issues matter to our tenants.
- ✓ **Community Surgeries** – providing localised drop-in in the heart of communities for effective engagement.
- ✓ **Tenant Panel**: providing opportunities for our tenants to get involved and help us shape and influence services for a better outcome.

• Designing

Our tenants live in the communities we serve and are best placed to shape and design the services tenants receive. By working together and adopting the Together with Tenants Charter values, we can design approaches that meet the needs of our tenants.



Ways MHA will achieve this:

- ✓ **Community Initiatives Focus Groups** – focusing on topics that matter to our tenants, to discuss what is good and what could be improved. Such focus groups will be driven by tenants and provide us with recommendations for improvements.

- ✓ **Tenants and Residents Associations (TRAs)** – continuing to develop and support our TRAs and work together on local issues to create solutions within local patch areas.
- ✓ **Tenant and Resident Fund** – increasing engagement in our social investment process and ensure tenants are central to decisions being made over where our social investment fund is allocated and spent.

• Testing

We regularly want to test our services to ensure that we are doing what we have promised. This ensures that we are addressing identified problems and making improvements for all tenants.

Ways MHA will achieve this:

- ✓ **Mystery shopping** – asking tenants to help record their transactions with us and rate us on that process.
- ✓ **Neighbourhoods Community Champions** – Developing scheme champions to ensure that all MHA schemes are covered by a Community Champion.

Scrutinising

It is important that our tenants have power in holding us to account for our decisions, performance, and conduct. We will continue to provide robust opportunities for tenants to scrutinise our policies and processes regularly to see how we can improve.

Ways MHA will achieve this:

Customer Panel – will continue to receive and review key policy changes and provide input into business processes. An agreed work plan for customer scrutiny will also be agreed annually.



Ways we will achieve this:

- ✓ **Tenant Complaints Learning Forum** – working with tenants on how we can make improvements to the complaints process. We will work together to scrutinise our performance and make changes which benefit you as our tenants and residents.
- ✓ **Customer Experience Committee** – Identifies areas for improvement, scrutinises and drives changes that enhance customer satisfaction.

- ✓ **Tenant Panel** – ensuring that our Tenant panel remains invaluable for policy change and takes forward our tenant first ambitions.
- ✓ **Local Neighbourhood Forums**- working with local tenants to develop local structures to influence place shaping and local delivery.

4.SOCIAL VALUE

This Strategy advocates for a focus on improving our wider engagement offer for our tenants and creating added social value. At MHA, we believe we can go a lot further than hearing our tenants' voices and putting them at the heart of our organisation. We want to be relevant to their lives, not just their homes. We want to inspire local people and neighbourhoods to be the best that they can be and increase the support we provide to help to them achieve this.



Through this Tenant Engagement Strategy and our related strategies and work programmes, including our Community Investment Strategy/Action Plan our Equality Diversity and Inclusion Strategy/Action Plan and the work of our Incomes Team, we will strive to add social value, (working in partnership with others agencies and partners where relevant), by focusing on:

4.1 Developing neighborhoods that are poverty and deprivation free and tackle and address, inequality, and injustice, where diverse tenants and communities can:

- Take full responsibility
- Have the information to make choices and influence services.
- Are healthy and happy and where everyone makes a valuable contribution to society and communities.

4.2 Strengthening families, communities, and neighbourhoods, by enabling tenants to:

- Feel safer at home and in their neighbourhood.
- Become more involved in their community.
- Get and stay physically healthy.
- Protect and enhance their mental health and wellbeing.
- Reduce health, social and economic inequalities.
- Access services or support which are tailored to their needs.

4.3 Increasing household incomes and reduces living costs for our tenants, by helping tenants to:

- Get affordable products and services.
- Make their money and resources go further.
- Access benefits or other income which they may be entitled to.

4.4 Enhancing quality of life through improved education and skills, by empowering tenants to:

- Build practical knowledge, skills, and experience.
- Improve access to opportunities and move closer to the labour market.
- Achieve their full potential and growth.
- Develop personal skills such as confidence, resilience, and independent living.

4.5 Building the local neighbourhoods to benefit everyone, by supporting tenant related activities that:

- Help local people to enter employment or improve their chances of getting a job.
- Start and grow successful businesses and enterprises.
- Help local employers to find, develop and retain local talent.

5.MONITORING AND EVALUATION



We have created a dedicated action plan which sets out how we will be delivering this strategy in achieving the aims highlighted earlier. Progress will be reported back to our Customer Experience Committee which will be responsible for overseeing the successful delivery of this strategy.



The following performance indicators will tell us if the strategy has been successful:

- Number of scrutiny recommendations implemented.
- Number of tenants involved in our work.
- Number of new TRAs and networks established.
- Number of tenants benefiting from our community initiatives.
- All staff will play a key role in listening to feedback and implementing positive change.
- The tenants we engage with will reflect the diversity profile of our communities.
- Tenants meet with board and/or senior management at least twice a year in addition to engagement through targeted conferences and activities.