Customer Engagement Strategy
(Ref: HM03)

Purpose of Strategy: To ensure that all tenants (and other customers) are given the opportunity to participate effectively in the work of the Association, leading to increased levels of tenant satisfaction and improved services

Strategy Monitoring Details	
Department:	Housing Services and Property Services
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Status:	Group
Date Approved by Management Committee:	2020, June 2025
Updated:	May 2025
Planned Review Date:	May 2030
Regulatory Outcomes being achieved:	**Regulatory Standards** 2.4 **-** The RSL actively seeks out the needs, priorities, views, concerns and aspirations of tenants, service users and stakeholders. The governing body listens to its tenants and service users and takes account of this information in its strategies, plans and decisions. 4.2 - The governing body ensures that the RSL provides tenants, residents and service users with easy and effective ways to provide feedback and raise concerns,and ensures that the RSL considers this and provides a quick and effective response. Charter Outcomes 2 – Communication 3 – Participation 1 - Equalities
Tenant Consultation Required:	Yes
Equalities Impact Assessment	Initial

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Appendix 1 – Action Plan 2025/26

1.	**Introduction**	
	1.1	The Housing (Scotland) Act 2001 gives all tenants the right to be consulted about any proposals to make changes to any policies, procedures or service standards in relation to housing management and repairs and maintenance issues.
	1.2	Good practice guidance also encourages housing providers to involve tenants and other service users as widely as possible in the development of services and making decisions that affect service provision.
	1.3	Finally, there is an expectation that landlords will include tenants in arrangements for monitoring performance ('Tenant Scrutiny').
2.	**Aims and Objectives**	
	2.1	Manor Estates remains committed to complying with legislative requirements, good practice and the requirements of the Charter in respect of tenant involvement. The aim of this Strategy is to ensure that all tenants (and other customers) are given the opportunity to participate effectively in the work of the Association, leading to increased levels of tenant satisfaction and improved services.
	2.2	Key objectives that will assist us to achieve this aim are listed below: **Communication** • Provide good quality information about the Association and the services we provide to both tenants and other customers • Tailor how we communicate with individual tenants to meet their specific preferences • Develop our use of our website and the range of other social media platforms **Consultation** • Further review our consultation guidelines and seek to improve tenant participation in consultations • Investigate the use of digital feedback to enhance our customer engagement through targeted surveys and communications • Give appropriate feedback to tenants when they have taken part in consultations • Further promote the use of on-line participation, including the website, Facebook, Twitter and other social media • Further develop the Armchair Panel and promote membership

		• Include other customers in consultation exercises where they may be affected by the issue under consideration **Governance** • Encourage and support tenants who wish to form informal or formal residents' groups • Promote membership of the Association • Provide regular updates on the work of the Board and encourage tenants who are interested to consider membership
3.	**General**	
	3.1	The implementation of this Strategy is not the responsibility of one department or officer, rather all staff are responsible for complying the with aims and principles outlined. Specifically, in all interactions with tenants and other customers, all staff must: ▪ Respond timeously to requests for information or explain reasons for delay; ▪ Ensure that where tenants have been consulted about an issue, that they are given appropriate feedback
	3.2	Actions are planned annually and reviewed quarterly through Appendix 1. Customer Engagement Action Plan 2025/26.
4.	**Monitoring**	
	4.1	The Housing Management Director is responsible for monitoring and reporting on the outcomes of this Strategy.

APPENDIX 1

CUSTOMER ENGAGEMENT STRATEGY
ACTION PLAN 2025/26

Issue	Method	Outcome	Timescale	Lead
COMMUNICATION				
Provide good quality information about the Association and the services we provide to both tenants and other customers	▪ Tenant information pack and other information issued at sign-up	▪ New tenants aware of services available and opportunities to be involved	Ongoing	HAs
	▪ Quarterly newsletters	▪ All tenants aware of recent activities	Quarterly	HM team
	▪ Local newsletters with specific geographical information	▪ Information relevant to specific areas	Quarterly	HO
	▪ Information on website	▪ Regular Updates	Monthly	All
	▪ Customer portal	▪ Tenants and owners able to access services online	Dependant on IT Strategy	CS team
	▪ Review of Text service	▪ Immediate contact with customers	Q2	All
	▪ Bi-annual newsletter to owners	▪ Information on services to owners	6-monthly	PS team
	▪ Digital Feedback	▪ New software for customer engagement	Q2	HMD
Tailor how we communicate with individual tenants to meet their specific preferences	▪ Use of language line and interpreters.	▪ Tenants have access to information in their own language	Ongoing	All

Issue	Method	Outcome	Timescale	Lead
	▪ Explore and improve website translation tools	▪ Tenants have access to information in their own language	Ongoing	CS team
	▪ Flag on system to indicate preferred contact method	▪ Tenants receiving communication in preferred format	Ongoing	All
Develop our use of the website and the range of other social media platforms	▪ Include more news items about Association activity	▪ Tenants kept informed about what is going on in the Association	Ongoing	All
	▪ Increase use of social media	▪ Improved engagement with all tenants	Ongoing	All
	▪ Set up live chat via website/portal	▪ Tenants have immediate response to queries raised by this method	Q4	HM team/CS team
	▪ Explore website translation facility software	▪ More tailored communication with tenants	Ongoing	CS team
General involvement/engagement with customers	▪ Estate walkabouts involving tenants, owners and staff	▪ Customers have the opportunity to discuss issues directly with staff onsite and be involved in plans to address any issues	Quarterly	HM team/PS team
Deliver services locally	▪ Visits to individual tenants in their homes	▪ Tenants have access to services without leaving home	Ongoing	HM team/PS team
	▪ Promote 'stair' meetings (in person or virtually) to enable residents to discuss issues	▪ Residents have the opportunity to discuss issues and consider potential solutions	Ongoing	HOs (possibly with independent support

Issue	Method	Outcome	Timescale	Lead
CONSULTATION				
Further review our consultation guidelines and seek to improve level of tenant participation in consultations	▪ Use variety of methods to consult tenants ▪ Review consultation register ▪ Digital feedback	▪ Consult tenants using method that best suits them ▪ Consultation with tenants in areas of specific interest to them Explore new software for customer engagement	Ongoing End of Q3 End of Q2	HM team HM HMD
Give appropriate feedback to tenants when they have taken part in consultations	▪ Where small numbers involved, direct feedback ▪ Articles in newsletter and on website	▪ Tenants feel that their involvement has been valued and can see how they have influenced policy or decision ▪ As above	Ongoing Ongoing	HM All
Further promote the use of on-line participation,	▪ Take account of views expressed by tenants re how they would like to be consulted	▪ Tenants more likely to respond if method used to consult them is as chosen by them	Ongoing – and will be linked to establishment of consultation register	HM team/PS team
Further develop direct tenant and owner engagement to promote membership and generate interest for new and existing tenants	▪ Include article in tenants newsletter ▪ Promote to new tenants at sign-up ▪ Promote to owners through	▪ Generate more interest by relating real experience ▪ New tenants aware that this is an option for them to be involved ▪ Owners are aware that this is	Bi-annual Ongoing Bi-annually	HM HAs PS team

Issue	Method	Outcome	Timescale	Lead
	bi-annual newsletters	an option for them to be involved		
Include other customers in consultation exercises where they may be affected by the issue under consideration	▪ Invite owners to stair meetings	▪ Owners have the same opportunity as tenants to discuss issues of concern	As required	HM team/PS team
Satisfaction surveys to identify and address any issues or gain feedback to improve or gain feedback to improve our services or partnership arrangements with contractors	▪ Ensure issues emerging from Tenant Satisfaction Survey (2024)_ are included in appropriate work streams	▪ Issues raised by tenants are addressed	Ongoing	PS team
	▪ Repair satisfaction surveys	▪ Issues of concern can be raised with the relevant contractor	Ongoing	PS Team
	▪ New tenant post-allocation visits within maximum of 6 weeks of tenancy start date	▪ Identify and give feedback to tenants on any issues of concern	Ongoing	HOs
	▪ Follow up new tenant visits around 6 months after tenancy start	▪ Same opportunity as above but once tenancy more established	Ongoing	HOs
	▪ Review satisfaction and outcomes of external services – Energy Advice, Welfare Rights, Debt advice	▪ Identify and address any issues of concern Feedback to service provider	Quarterly	HM/HMD
	▪ Yearly owners' satisfaction survey to be issued	▪ Assess satisfaction with the service, identify and	Q2/Q3 2025	PS team

Issue	Method	Outcome	Timescale	Lead
		address any issues of concern		

GOVERNANCE				
Encourage and support tenants who wish to form informal or formal residents' groups	Seek to develop and support residents' groups at Retirement Housing Developments	▪ Active group to promote and support use of community facilities	Ongoing	HM team
	▪ Respond to any requests for support from any residents wishing to set up an informal or formal group	▪ Interested tenants are encouraged and supported	Ongoing	HM team
	▪ Seek to establish scrutiny group to review one service area	▪ Tenants influence how service is developed/improved	Ongoing	HM team
Promote membership of the Association	▪ Information provided at sign-up and discussed at post-allocation visits	▪ New tenants are aware of membership	Ongoing	HM team
	▪ Regular newsletter articles and information on website	▪ All tenants are reminded of membership opportunities	Quarterly	HM
	▪ Promote membership to owners via newsletters and re-sale packs	▪ Owners are aware of membership opportunities	Ongoing	PS team
Provide regular updates on the work of the Board and encourage tenants who are interested	▪ Regular Board News articles in newsletter	▪ Tenants are aware of the issues being considered by the Board	Quarterly Ongoing	CEO CEO

to consider membership	▪ Board minutes published on website ▪ Information on becoming a Board member to be published annually in the newsletter	▪ Any interested party can view minutes ▪ Reminder to tenants about potential to join the Board	Annual	HM
OTHER ACTIVITIES				
Tenant Newsletter Review	• To review the format and content of the tenant newsletter for a refresh or to include the use of online services	• Make the format of the tenant newsletter more user friendly through consultation with tenants	End of Q3	HM/HMD
Website and tenant portal review	• To review the format and content of the website and tenants portal	• Make the format of the website and tenants portal more user friendly through consultation with tenants	End of Q4	HM/HMD