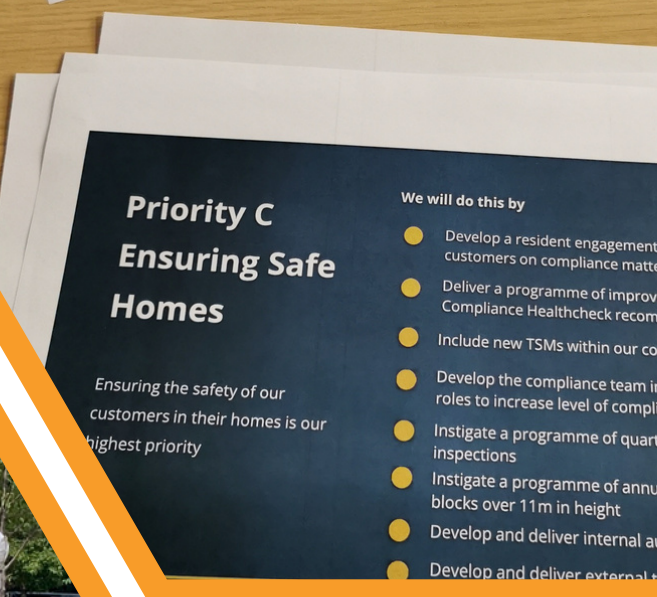
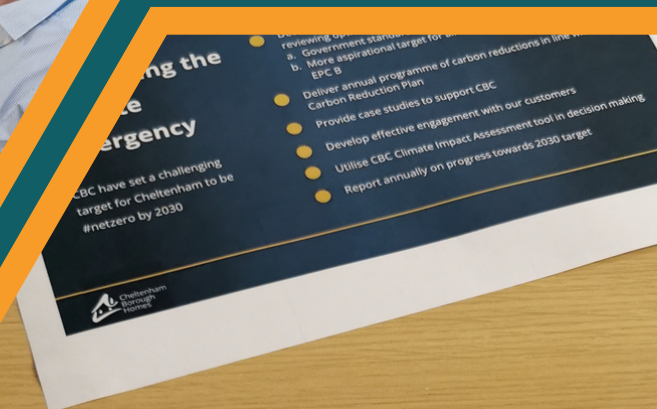




CHEL TENHAM  
BOROUGH COUNCIL

# Listening and acting

## Tenant and Leaseholder Voice Plan 2025-2028



# Foreword



## An introduction from Flo Clucas, cabinet member for housing and customer services

We're excited to tell you about our new plan to make your voice a big part of what we do. It's not just about listening — we want to work with you to make our services better, so they match what you really need and care about.

What you think is important. Your ideas help us make homes better and spend money in smart ways. That's why we're making it easier than ever for you to join in.

We've always listened to tenants, but now we're going even further. We are offering more ways to get involved. You can join in often or just now and then — whatever works best for you.

And when you speak up, we'll show you how your ideas are making a difference. Working together, we can make real and lasting change.

Best wishes,  
Flo

**Our  
ambition**

**“To create a structure where everyone can engage, and where tenants and leaseholders can understand the impact their feedback has had.”**

# What has shaped this plan?

## 1. Consumer Standards

Starting on 1 April 2024, new rules were introduced to help protect social housing tenants and make services better.

These rules focus on four main areas:

- **Safety and quality** – Ensures homes are safe and well-maintained
- **Transparency and accountability** – Holds landlords responsible and promotes tenant involvement
- **Neighbourhood and community** – Supports community well-being and resident needs
- **Tenancy** – Focuses on tenant satisfaction and effective information management

## 2. Tenant Satisfaction Measures

The Regulator of Social Housing (RSH) introduced 22 Tenant Satisfaction Measures (TSMs) to assess social housing providers.

Key areas include:

- **Repairs** – Keeping homes well-maintained
- **Safety** – Ensuring buildings are secure
- **Engagement** – Listening to tenant feedback
- **Complaints** – Handling concerns effectively
- **Neighbourhood** – Maintaining shared spaces

## 3. Complaint handling code

The Housing Ombudsman Service has updated rules to improve how landlords handle complaints.

Key changes include:

- **Clear definition** – Everyone understands what a complaint is
- **Simple process** – Two-step system with set response times
- **Fairness** – Quick, fair resolutions for tenants
- **Fixing issues** – Landlords must resolve problems properly
- **Continuous improvement** – Regular self-assessment and learning

# Our commitment



## Why does this matter?

We are committed to working with you, our tenants and leaseholders, to be a better landlord. The goal is to support you to take the lead, listen more to your views, and take action based on what you say.

Your involvement lets us know our services meet your needs and helps us to build an offer we can be proud of. Together, we can create a lively and connected community where everyone has a voice and can see the real impact of their ideas.

## We have four main priorities:

### 1. Empowerment

- Giving you a greater role in making decisions about how we run our housing and deliver our services.
- Supporting you to access training so you can progress and develop your skills with us

### 2. Inclusion

- We want every tenant and leaseholder to feel truly welcome and valued when sharing their thoughts. That's why we're committed to breaking down barriers and ensuring everyone has the opportunity to get involved.
- We'll take a proactive approach, reaching out to seldom heard voices and making it easier for all communities to engage and shape our services.

### 3. Communities

- We want to be more than just a voice on the phone—we want to be a visible, active presence in your community. As your landlord, we're committed to being on the ground, connecting with you more often and making it easier to have real conversations.
- We're also here to support you in taking the lead—whether that's running local groups, starting resident associations, or hosting community events

### 4. Improvement

- We're committed to understanding your experience. We will seek your feedback so we can understand your experience of our services
- Your feedback matters—we'll listen, learn, and take action to make our services better for everyone.

# Get involved!



## We want to hear from you!

Your ideas and opinions matter. We're giving you new ways to share what you think, so you can help make decisions about the services you use. Our goal is to make sure everyone gets a chance to join in—no matter who they are or where they come from. Together, we can make things better for everyone.

## We engage with our customers in three ways:

### Shape

We actively seek input from tenants and leaseholders to ensure our decisions meet your needs. We want to understand what's important to you and your community and make sure our services reflect that.

### Engage

There are many ways we engage and collaborate with you in your communities. We want to give you the tools for lasting change.

### Scrutiny

This is our most formal way of involving you in key decisions and service improvements. It gives you a direct influence on major decisions, service development, and how resources are allocated.

## Supporting you to shape the delivery of our services

**Tenant and leaseholder input for policies and strategies** Working with you when designing or updating services, we try to work with those with lived experiences of the topic

**Keeping you safe:** Working with you to identify ways to keep your buildings secure and safe.

**Community surveys:** Identifying community-wide priorities on a large scale to help inform our community investment projects

**Customer satisfaction surveys:** Independent surveys on service experiences, with follow-ups phone-calls to gain a deeper understanding

**Service experience surveys and lived experience panels:** In-depth exploration to understand your experiences of our services.

**Tender reviews:** Tenant and leaseholder representatives can be involved when we select contractors to carry out work

**Input on developments and neighbourhood works:** We seek customer input on neighbourhood improvements and new developments

**Customer promise:** CBC customers have shaped and can see what quality of service to expect

## Working with you in your communities

**Estate walkabouts:** Inspections and discussions with the tenancy management team.

**Engaging with minority groups:** Partnering with county-wide organisations to break down barriers to engagement for our harder-to-reach tenants

**Social responsibility:** Collaborating with tenants to invest in projects that have real impact for our communities

**Community groups:** Supporting local action groups and resident associations, offering assistance, funding, and partnerships.

**ASB advice sessions:** Offering face to face drop-in support on tackling anti-social behaviour.

**Training and employment support:** Help with job searching, training and employment opportunities.

**Online engagement:** Keeping tenants informed through social media, websites, newsletters, and portals, and working with tenants to identify the best ways in which to do this.

## Working with you to review and improve our services

**Service improvement plans:** where your feedback indicates a problem, we engage with you to improve the quality of the services we deliver.

**Mystery shopping:** Anonymous testing of services for quality control.

**Tenant panel:** Independent monthly scrutiny meeting to conduct and oversee our reviews of services and offer suggestions for improvements.

**Housing committee:** Tenant and leaseholder representation at a high level to shape strategic decisions with the opportunity for wider public to ask questions as part of the public questions agenda item.

**Leaseholder panel:** Review and scrutiny of services for leaseholders.

**Youth voice and senior forums:** Ensuring representation from all generations when designing and reviewing services.

**Complaints and compliments:** Continuously learning from your feedback to improve service delivery, held accountable through our complaints panel.

# How we will support you to get involved



## Ward councillors

- They work together with you, helping to address your community issues
- They will ensure your voices are heard and considered in decision-making
- They will resolve problems and address community needs by collaborating with residents and community groups

## Staff responsibility

- Engagement and scrutiny will be built into service delivery and be the responsibility of every member of staff across all departments of housing

## Resident engagement officer

- They facilitate customer involvement within housing services and lead on tenant and leaseholder panels
- They support other housing teams by ensuring customer feedback and involvement is central to developing and improving services

## Community investment officers

- Building on the skills present within your communities, officers will collaborate with local groups to understand and support you to address your needs
- They will assist groups in setting goals and applying for funding for community projects
- They will lead community meetings and consultations to gather input from everyone in the area, regardless of whether you're a tenant of ours
- They will work closely with the equality, diversity, and inclusion lead to ensure inclusive participation, and are proactive in engaging our seldom heard voices



I went to a few meetings and it seemed a worthwhile use of my time. I was voted in as a full member shortly afterwards. The scrutiny work gives us an insight into how the housing service works and how it achieves its goals as a housing provider. Membership of the tenant panel is an opportunity to influence this.

*Ed Trevena, Tenant Panel Member*



# How we will get there

| Priorities | Action                                                                                                                                                                                              | Year one               | Year two | Year three |
|------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------|----------|------------|
| 1, 2       | Share the draft tenant and leaseholder engagement strategy with tenants and leaseholders to ensure that they have the opportunity to further shape the strategy.                                    | Action to take place ✓ |          |            |
| 1, 2, 3    | Work with tenants and leaseholders to review and develop the website, ensuring it is up to date with policies and scrutiny reviews, and adheres to CBC's high expectations around accessibility     | Action to take place ✓ |          |            |
| 1, 2, 3, 4 | Expand our opportunities for engagement, by formalising our approach to capturing the views of older adults living in our homes and supporting the development of a borough wide Youth Voice Panel. | Action to take place ✓ |          |            |
| 1, 2, 4    | Develop the newly formed leaseholder forum, creating an annual work plan                                                                                                                            | Action to take place ✓ |          |            |
| 1, 2, 4    | Review and update our tenant and leaseholder handbooks, ensuring they are tailored to their needs and accessible to all                                                                             | Action to take place ✓ |          |            |

# How we will get there

| Priorities | Action                                                                                                                                                                                                                                                        | Year one               | Year two               | Year three |
|------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------|------------------------|------------|
| 1, 2, 4    | Use data from independent external surveys and text satisfaction surveys to monitor feedback around complaints, ASB, and repairs, hosting quarterly lived experience panels to gain a deeper understanding of our tenants' and leaseholders' user experience. |                        | Action to take place ✓ |            |
| 1, 2, 4    | Enhance our understanding of who lives in our properties by reviewing existing data and identifying opportunities to gather more. By using this insight, we can refine our services to better meet residents' needs.                                          |                        | Action to take place ✓ |            |
| 1, 2, 3    | Support and develop residents' associations and community groups, giving them a greater voice in how we serve our communities                                                                                                                                 | Action to take place ✓ |                        |            |
| 1, 2, 3, 4 | Establish a new Social Responsibility Panel to oversee the allocation of funds received through social value contracts, ensuring they are invested for the maximum benefit of our communities.                                                                |                        | Action to take place ✓ |            |
| 1, 2       | Strengthen our partnerships with organisations like GARAS and Alliance for Equality to better understand our under-represented customers and collaborate on reducing barriers to engagement.                                                                  | Action to take place ✓ |                        |            |

# How will we know we are getting it right?

## Participation and involvement

- **Attendance and survey response numbers:** Track how many tenants engage with events, activities and surveys
- **Tenant groups:** An increase in tenant led activities
- **Diversity:** Ensure representation from diverse groups
- **Online engagement:** Monitor interactions on websites, social media, and portals

## Empowerment and representation

- **Tenant involvement in decision-making:** How many tenants are involved in decision-making roles (panels, committees)?
- **Engagement with marginalised groups:** Champion the participation of underrepresented groups to ensure inclusivity

## Feedback and satisfaction

- **Customer satisfaction Surveys:** Analyse survey feedback to identify trends and areas for service improvement
- **Complaints resolution:** Measure how quickly complaints are resolved and track reductions in recurring complaints over time
- **Qualitative feedback:** Collect in-depth feedback from consultations and lived experience panels to evaluate service delivery quality

## Communication and transparency

- **Communication effectiveness:** Find out how well tenants feel informed through newsletters, social media, and tenant portals
- **Feedback loops:** Ensure that tenants receive regular updates about the outcomes of their input, showing them the real impact of their contributions

## Action

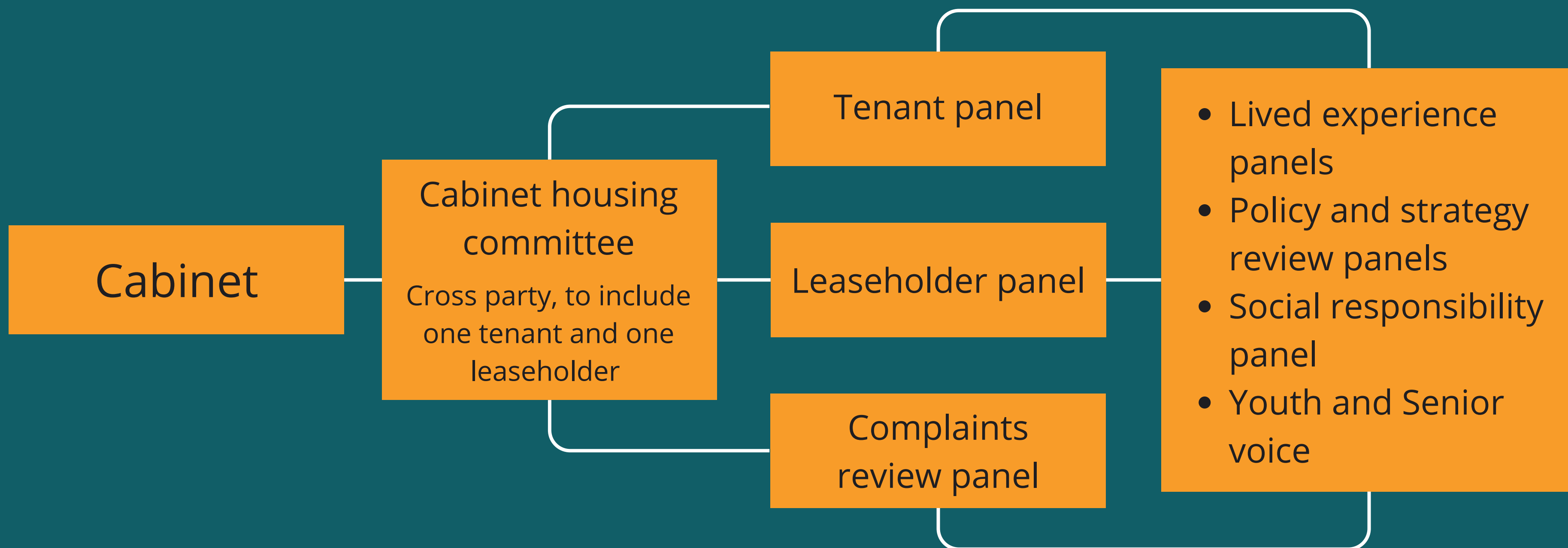
- **Policy changes and improvements:** Demonstrate how often tenant input leads to updates in housing policies and services
- **Service improvement plans:** Monitor the implementation of tenant-driven plans and their impact on service quality
- **Funding and projects:** look at the number of community projects initiated or funded through tenant input

## Reviewing regularly

- **Periodic reviews:** Conduct independent reviews of tenant engagement initiatives to evaluate their effectiveness
- **Flexibility and responsiveness:** How well does the engagement plan adapts to changing needs and tenant feedback?

# Our governance structure

This governance structure was approved in June 2024 as part of Cheltenham Borough Council's decision to take housing back in house.



# Keep in touch

If you have ideas to share, need help starting something in your community, or want to know how you can get involved, you can reach out to us using the details below.

We look forward to hearing from you soon!



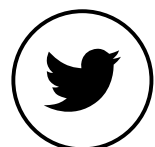
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