PAPER 2.0

Strategic Recommendations for the Next Tenant Engagement & Participation Strategy 2027 – 2030

1. Embed a "Listen, Understand, Consider, Respond" Approach

What We Learned

The biggest barrier to participation was that tenants were not confident that Bield would act on or respond to their feedback. Many tenants told us they want to know that their views have been heard, understood and taken seriously. They also want clear communication about how feedback has influenced decisions and outcomes.

Recommendation

Introduce a formal Tenant Influence Framework built around the principles of **Listen, Understand, Consider, Respond**.

For every significant engagement activity or consultation, Bield will:

1. **Listen** to tenant views, experiences and suggestions.
2. **Understand** the issues that matter most to tenants and the impact they have on individuals and communities.
3. **Consider** tenant feedback alongside evidence, resources, regulatory requirements and the needs of the wider tenant population.
4. **Respond** by explaining how feedback has informed decisions, influenced priorities or, where appropriate, why alternative approaches have been taken.

To reinforce this approach, Bield will:

1. Provide regular updates on progress and outcomes.
2. Publish an annual report demonstrating the impact of tenant feedback on services and decision-making.

Success Measures

1. Increased tenant confidence that Bield listens to and considers tenant views.
2. A reduction in the number of tenants who believe feedback does not make a difference.
3. Increased satisfaction with opportunities to participate and influence decisions.
4. Annual reporting of tenant-influenced improvements, decisions and service changes.
5. Improved understanding among tenants of how decisions are made and communicated.

2. Focus Engagement on Issues That Matter Most to Tenants

What We Learned

Tenants want the greatest influence over:

1. Repairs and maintenance.
2. Rent and service charges.
3. Safety and security.
4. Estate and development management.
5. Communications.

Recommendation

Adopt a "Tenants' Priority Issues" approach.

Rather than asking tenants to engage on everything, prioritise engagement activity around:

- Repairs performance.
- Planned maintenance.
- Rent affordability and value for money.
- Safety improvements.
- Local development standards.
- Service standards.

Success Measures

- Number of tenant recommendations adopted in priority areas.
- Improved tenant satisfaction in these services.
- Increased participation levels on topic-specific engagement.

3. Design Engagement Around the "Responder" Tenant

What We Learned

The dominant engagement style identified was the **Responder**. Tenants are willing to engage when something directly affects them but are less interested in engagement for its own sake.

Recommendation

Shift away from expecting tenants to commit to long-term formal groups as the primary participation route.

Create more:

- Topic-based consultations.
- Development-specific engagement.
- One-off feedback opportunities.
- Quick surveys.
- Targeted focus groups.
- Issue-based working groups.

Maintain formal groups but position them as one part of a wider engagement model.

Success Measures

- Increased participation rates.
- Greater diversity of participants.
- More first-time participants.

4. Create a Local Engagement Model

What We Learned

Tenants consistently highlighted the importance of local issues and community matters. They are most motivated to engage where issues affect their own development and neighbourhood.

Recommendation

Build on the Regional Forum concept but take engagement even closer to developments through:

- Local tenant conversations.
- Development action plans.
- Community walkabouts.
- Community inspections.
- Local improvement projects.

Success Measures

- Number of local engagement events.
- Number of local issues resolved through tenant feedback.
- Increased satisfaction with neighbourhood management.

5. Place Accessibility at the Heart of Engagement

What We Learned

Health issues, mobility difficulties, transport barriers and digital exclusion remain significant barriers to involvement.

Recommendation

Adopt an "Accessible Participation Guarantee".

Offer every engagement opportunity through multiple channels:

- Face-to-face.
- Telephone.
- Online.
- Written surveys.
- One-to-one conversations.

Ensure venues, timings and communications are accessible.

Success Measures

- Increased involvement from previously underrepresented tenants.
- Reduced accessibility barriers reported by tenants.
- Improved equality monitoring data.

6. Strengthen Communication and Feedback Loops

What We Learned

Being informed, being listened to and understanding outcomes were among tenants' highest priorities.

Recommendation

Develop a dedicated engagement communications framework that supports the Tenant Influence Framework by ensuring tenants are informed throughout the engagement process and understand how their feedback has influenced decisions.

- Consultation calendars.
- Regular participation updates.
- Engagement newsletters.
- Feedback summaries.
- Plain English reporting.

Bield should explore the implementation of a digital engagement and feedback management system to support tenant participation activities. Such a system could provide a centralised platform for consultations, feedback collection, response tracking, reporting and communication, helping to ensure that tenants can clearly see how their views have been considered and acted upon.

Success Measures

Improve performance on:

- Tenants feeling informed.
- Tenants understanding decisions.
- Tenants feeling their views are considered.
- Improved ability to track, monitor and report on tenant feedback and resulting actions.

7. Introduce Tenant Influence Standards

What We Learned

Tenants want to be treated as partners and have meaningful influence over decisions rather than simply being consulted.

Recommendation

Create a set of **Tenant Influence Standards** that support the **Tenant Influence Framework** and establish the minimum commitments Bield will meet when involving tenants in significant decisions.

Before major decisions, Bield will:

1. Consult tenants at the earliest appropriate stage.
2. Clearly explain the issue, available options and any constraints.
3. Ensure tenants have sufficient information to provide informed feedback.
4. Demonstrate how tenant views have influenced the decision-making process and, where they have not been adopted, explain the reasons why.
5. Report back on the outcome and explain the final decision.
6. Apply the principles of **Listen, Understand, Consider, Respond** consistently across the organisation.

Success Measures

1. Compliance with Tenant Influence Standards.
2. Tenant satisfaction with decision-making processes.
3. Evidence of tenant involvement in key decisions.
4. Increased tenant confidence that engagement activities are meaningful and influential.

8. Reframe Success Measures Around Outcomes Rather Than Activity

Current Strategy

The existing strategy largely measures:

- Number of opportunities.
- Number of participants.
- Membership growth.

Recommendation

The next strategy should also measure:

Influence

- % of tenants who believe Bield listens.

Impact

- Number of service improvements resulting from engagement.

Trust

- % of tenants who believe feedback results in action.

Inclusion

- Diversity and reach of participation.

Experience

- Satisfaction with engagement opportunities.

Proposed Strategic Vision

"To ensure every tenant has the opportunity to influence decisions that affect their home, services and community, through accessible, meaningful engagement that demonstrates clear impact and builds trust through action."

Suggested Strategic Priorities for 2027-2030

1. **Listening and Acting**
   Embedding the **Listen, Understand, Consider, Respond** approach across all engagement activities and demonstrating how tenant feedback influences decisions.
2. **Influence over What Matters**
   Focusing engagement on issues that directly affect tenants.
1. **Accessible and Flexible Participation**
   Removing barriers and offering participation in ways that suit tenants.

2. **Local Voices, Local Solutions**
   Strengthening development and community-level engagement.
3. **Building Trust Through Communication**
   Keeping tenants informed and closing the feedback loop.
4. **Tenant-Led Improvement and Scrutiny**
   Supporting tenants to challenge, scrutinise and improve services.

These recommendations provide a clear golden thread from the consultation findings through to the proposed strategic vision, priorities and outcomes framework, demonstrating that the strategy has been shaped by tenant priorities and informed by their lived experience.