

# Action Plan

This section summarises the main actions we intend to undertake to develop tenant participation and deliver the aims and objectives of the strategy.

## Participation

Action	How the action is to be carried out	Lead Officer	Resources	Completion Year						Intended Outcome	Measured by	Specific Aim and key objectives in Strategy		
				2008		2009		2010					2011	
				3/4	1/2	3/4	1/2	3/4	1/2				3/4	1/2
Promote existing structures and benefits of participation	<ul style="list-style-type: none"> <li>- Promote and support Wrexham Tenants Federation</li> <li>- Promote and support Wrexham Tenants Assembly</li> <li>- Promote and support Leaseholders forum</li> <li>- Promote and support Sheltered Tenants Association</li> <li>- Promote and support local Tenant and Resident Associations</li> <li>- Promote and support service review groups</li> <li>- Publicise participation options in each edition of Housing Hotline.</li> <li>- Include section on Tenant Participation in Tenant and Leaseholder Handbooks.</li> <li>- Publish and issue summary of Strategy for all tenants and leaseholders and issue to all new tenants and leaseholders.</li> <li>- Advertise in Housing Offices and other public places e.g. libraries</li> </ul>	Policy Officer	Within existing budget.	√	√	√	√	√	√	To ensure tenants and leaseholders are aware of the group structures that are in place for "Tenant Participation"	Number of Tenants and Leaseholders attending meetings and number of Tenant Associations in place.	1,2,4 a, b,		
				√	√	√	√	√	√					
				√	√	√	√	√	√					
				√	√	√	√	√	√					
				√	√	√	√	√	√					
				√	√	√	√	√	√					
				√	√	√	√	√	√					
				√	√	√	√	√	√					

Action	How the action is to be carried out	Lead Officer	Resources	Completion Year						Intended Outcome	Measured by	Specific Aim and key objectives in Strategy		
				2008		2009		2010					2011	
				3/4	1/2	3/4	1/2	3/4	1/2					
Produce a Tenant and Resident Association starter pack	<ul style="list-style-type: none"> <li>- Consult with Wrexham Tenants Federation and Tenant and Resident Associations to draft pack.</li> <li>- Issue pack</li> <li>- Have pack available at Housing Offices which will contain a step by step guide to forming a Tenant and Resident Association</li> <li>- Publicise availability of pack</li> </ul>	Policy Officer		√						To assist with the setting up and promotion of an inclusive and structured approach for Tenants and Resident Association	Number of packs requested and subsequent forming of Association.	1,2,4 a,b,		
					√									
					√									
					√									
Organise Tenants Conference	- Work with tenants to organise “Tenant Conference” and to include Tenant Participation as one of the themes.	Policy Officer	Costs to be obtained and provision made.			√		√		To promote “Tenant Participation” and provide other means for participation	Conference is held	1,2,3,4 a,b,c,d,e, f, g,h		
Increase levels of participation and customer feedback on our services	<ul style="list-style-type: none"> <li>- increase the number of surveys we carry out.</li> <li>- include feedback forms when issuing along with a prepaid reply envelope.</li> </ul>	Policy Officer	Within existing budget.		√		√		√	To increase participation	Record number of surveys and responses	1,2,3,4 a,d		
					√		√		√					
Promote positive examples of how participation influences decisions and improves service delivery	<ul style="list-style-type: none"> <li>- Identify positive examples and promote through:-</li> <li>- Newsletters</li> <li>- Website</li> <li>- Press</li> </ul>	Policy officer	Within existing budget							To publicise the benefits of participation and how it can influence decisions and service delivery.	Examples identified and publicised	1,2,4 a,d		
				√	√	√	√	√	√					
				√	√	√	√	√	√					
Encourage Tenants in areas where there are no Tenant Associations to be “Peoples	<ul style="list-style-type: none"> <li>Promote and support through:-</li> <li>- Newsletters</li> <li>- Website</li> <li>- Press</li> </ul>	Policy Officer/ Wrexham Tenants Federation	Within existing budget							To provide further options and therefore increase the number of tenants who participate	Number of “Peoples Champions” in place	1,2,4 a,b,d,f		
				√	√	√	√	√	√					
				√	√	√	√	√	√					

Champions''												
Action	How the action is to be carried out	Lead Officer	Resources	Completion Year						Intended Outcome	Measured by	Specific Aim and key objectives in Strategy
				2008	2009	2010	2011					
				Quarter								
				3/4	1/2	3/4	1/2	3/4	1/2			
Look at innovative methods of involving tenants	Consider the use of :- - Internet Polls - Blogs (internet discussion sites) - texting - e-mail group - any other appropriate methods	Policy Officer	Costs met by Housing Services Information Technology budget		√					To provide further options for consideration thereby increasing the number of tenants who participate	Increased options available	1,2,3
					√							
					√							
					√							
Develop the Tenant Participation site on our Website.	- Create Tenant Participation site	Policy Officer	Costs met by Departmental Information Technology budget.	√						To provide further options and therefore increase the number of tenants who participate	Tenant Participation site available	1,2,3,4 a,b,c,d,e, f, g,h
To engage wherever possible with difficult to reach groups	Make contact with:- - BME tenants - 18 to 25 year olds - tenants living in rural areas	Policy Officer	Within existing budget		√	√	√	√	√	Tenant Participation is inclusive	Evidence of engagement	1,2,3,4 a,b,c,d,e, g
					√	√	√	√	√			
					√	√	√	√	√			
To engage with Tenant and Resident Associations	- relevant staff to attend meetings at the request of the association - relevant staff to attend estate walkabouts at the request of the association	Relevant Housing Office Staff	Current staffing resources	√	√	√	√	√	√	To provide support and two way communication between staff and tenants	Number of meetings and walkabouts carried out	
				√	√	√	√	√	√			

Action	How the action is to be carried out	Lead Officer	Resources	Completion Year						Intended Outcome	Measured by	Specific aim and key objectives in Strategy		
				2008		2009		2010					2011	
				3/4	1/2	3/4	1/2	3/4	1/2					
To promote "Tenant Panels" as an alternative to "Tenant and Resident Associations" in areas where there is no representation	Promote and support through:- - Wrexham Tenants Federation - Newsletters - Website - Press	Policy Officer/ Wrexham Tenants Federation	Within existing budget	√	√	√	√	√	√	To provide a means of participation in areas where there are no Tenant and Resident Associations.	Number of Tenant Panels established.			
				√	√	√	√	√	√					
				√	√	√	√	√	√					
				√	√	√	√	√	√					

## Consultation

Action	How the action is to be carried out	Lead Officer	Resources	Completion Year						Intended Outcome	Measured by	Specific aim and key objectives in Strategy
				2008	2009	2010		2011				
				Quarter								
3/4	1/2	3/4	1/2	3/4	1/2							
Ensure all consultation processes include clear feedback mechanisms and timescales	<ul style="list-style-type: none"> <li>- feedback forms to be issued with all consultation exercises and prepaid reply envelopes.</li> <li>- at least 28 days to be allowed for returns on questionnaires.</li> <li>- provide feedback in Newsletters, Website or by individual feedback if necessary.</li> </ul>	Policy Officer	Within existing budget	√	√	√	√	√	√	To ensure structures are in place to provide information, enable wide consultation and provide opportunities to participate.  To ensure tenants know their comments have been taken into account in the decision making process and improving service delivery.	Structures in place  Feedback given on all consultation excercises.	1,2 a,d,f
				√	√	√	√	√	√			
				√	√	√	√	√	√			
Draw up a consultation framework	<ul style="list-style-type: none"> <li>- agree consultation framework with tenants groups and issue document to staff, Members, tenants and leaseholders</li> </ul>	Policy Officer	Current staffing resources		√					Tenants consulted on all issues concerning their home	Consultation framework agreed and met	1,2 a,d,f
Set up a data base of tenants and leaseholders that wish to act as a consultation group and their preferred method of being	<ul style="list-style-type: none"> <li>- identify tenants and leaseholders who wish to be included on data base</li> <li>- keep register of tenant and resident associations</li> <li>- data base in place</li> <li>- review data base on an annual basis</li> </ul>	Policy Officer	Current staffing resources	√		√	√	√	√	To be able to consult with tenants in a way that they are happy with.	Number of tenants on data base.	1,3 a,f
				√		√	√	√	√			
				√		√	√	√	√			
					√		√		√			

consulted																			
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## Communication

Action	How the action is to be carried out	Lead Officer	Resources	Completion Year						Intended Outcome	Measured by	Specific aim and key objectives in Strategy		
				2008		2009		2010					2011	
				3/4	1/2	3/4	1/2	3/4	1/2				3/4	1/2
Provide good quality range of up to date information for tenants and leaseholders	<ul style="list-style-type: none"> <li>- Use Plain English Campaign to approve major documents e.g. Tenancy Agreement</li> <li>- Use tenants/ leaseholders as Editorial Group when producing newsletters</li> <li>- Involve tenants in drawing up information booklets/leaflets</li> </ul>	Policy Officer	Within existing budget	√	√	√	√	√	√	Information provided is easily understood with the ability to target a wider audience  Accessibility to services for tenants and leaseholders improved.	Record use of documents, booklets and leaflets that have "Plain English Campaign" approval or tenant approval	1,2,3,4 a,b		
				√	√	√	√	√	√					
				√	√	√	√	√	√					
Promote the availability of information in different formats and languages on documents	Ensure key literature has reference to other formats in which it is available, including some other languages, Braille and large print where possible within budget	Policy Officer	Within existing budget	√	√	√	√	√	√	Accessibility to services for tenants and leaseholders is inclusive	Leaflets and booklets contain a paragraph which refers to alternative formats being available.	1,2,3,4 a,c,e,f		
Seek customer feedback on the quality of information provided	<ul style="list-style-type: none"> <li>- Work with tenants and leaseholders to draw up survey</li> <li>- Carry out survey of tenants and leaseholders satisfaction with the information they receive</li> <li>- Analyse survey</li> <li>- Report back</li> </ul>	Policy Officer	Within existing budget		√		√		√	Information that is produced is what tenants want and in a format that is appropriate.	No of surveys carried out and analysed	1,2,3,4 a,b,d,f,h		
					√		√		√					
						√		√						
						√		√						

## Training

Action	How the action is to be carried out	Lead Officer	Resources	Completion Year						Intended Outcome	Measured by	Specific aim and key objectives in Strategy		
				2008		2009		2010					2011	
				3/4	1/2	3/4	1/2	3/4	1/2				3/4	1/2
Develop training programme for tenants, leaseholders, staff and tenants	<ul style="list-style-type: none"> <li>- Carry out audit of training needs with each group</li> <li>- Meet with Policy Officer and draw up a training programme for each group</li> </ul>	Policy Officers	Current staff resources	√		√		√		Tenants empowered to make informed decisions.	No of training programmes carried out.	2 c,e		
				√		√		√		Greater understanding of the need to involve tenants and leaseholders.				
Encourage further change in culture of organisation to embrace Tenant Participation	<ul style="list-style-type: none"> <li>- Maintain 50/50 tenant/Member split on Tenant and Member partnership</li> <li>- Strive to have tenant participation on all Housing job descriptions to assist with cultural change of Department</li> <li>- Ensure Tenant Participation is a regular agenda item on Tenant and Member Partnership meetings</li> </ul>	Policy Officers	Current staff resources	√	√	√	√	√	√	Tenants have greater influence over decision making and service delivery	Reference to Tenant Participation in job description	3,4 c,e		
					√	√	√	√	√	Staff have greater understanding of the need to involve tenants and leaseholders.				
				√	√	√	√	√	√					
To include Tenant Participation in induction process for new starters	Include Tenant participation in induction manual	Policy Officers	Current Staff resources		√	√	√	√	√	New staff are aware of the need to involve tenants and leaseholders	Tenant participation included in induction manual	3,4 c,e		

Provide staff training on leaseholder awareness	- Carry out audit of training needs - Meet with policy officer to draw up training programme	Policy Officers	Current staff resources	√							Staff are aware of the responsibility to leaseholders	Training carried out	1,3,4 c,e
					√	√	√	√	√				
Set up staff review group ensuring representation from each of the Local Housing Offices	- set up groups - hold quarterly meetings with group	Policy Officer	Current staff resources	√							Staff kept up to date with tenant participation issues.	Results of surveys	
				√	√	√	√	√	√				

## Monitoring and Review

Action	How the action is to be carried out.	Lead Officer	Resources	Completion Year				Intended Outcome	Measured by	Specific aim and key objectives in Strategy		
				2008	2009	2010	2011					
				Quarter		Quarter						
3/4	1/2	3/4	1/2	3/4	1/2							
Work with tenants groups and leaseholders to draw up a "Mystery Shopping" programme.	<ul style="list-style-type: none"> <li>- Invite tenants to become "Mystery Shoppers"</li> <li>- Provide training</li> <li>- Carry out annual "Mystery Shopping" exercises</li> <li>- Report back</li> </ul>	Policy Officer	Within existing budget		√				To find out how our services are perceived by our tenants	Number of mystery shopping exercises carried out and improvements identified	2,4 h	
					√							
						√						
						√						
Carry out an annual review of the action plan	<ul style="list-style-type: none"> <li>- Invite members of the Tenants Assembly, Tenants Federation and Leaseholders Forum to form a Participation Strategy review group to monitor on a quarterly basis and review on an annual basis.</li> <li>- Report to Wrexham Tenant and Member Partnership, Tenants Assembly and Leaseholders Forum on an annual basis.</li> </ul>	Policy Officer	Current staff resources	√	√	√	√	√	Thorough monitoring and review of the strategy	Review group formed and review takes place.  Report taken to Wrexham Tenant and Member Partnership	1,2,3,4 a,b,c,d,e, f,g,h	
					√		√					√
Carry out a customer satisfaction survey on an annual basis.	<ul style="list-style-type: none"> <li>- Work with tenants, leaseholders and staff to design a customer satisfaction survey.</li> <li>- Carry out annual survey.</li> <li>- Analyse survey</li> <li>- Report in newsletter</li> </ul>	Policy Officer	Current staff resources		√		√		√	Needs of all tenants are identified.  Equality of access for all tenants is assured	Annual customer satisfaction survey carried out.	1,2,3,4 a,d,h
					√		√		√			
						√		√				
								√				

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				2008	2009	2010		2011				
				3/4	1/2	3/4	1/2	3/4	1/2			
Draw up key performance indicators for tenant participation to measure how well we are performing	Record information such as:- - Satisfaction with overall service - Satisfaction with opportunities for participation - Number of consultation exercises carried out - Number of tenants involved in consultation exercises - Number of estate walkabouts carried out - Number of training events carried out - Satisfaction with training provided - Number of Assembly/Review group meetings - Number of newsletters produced - Satisfaction with tenant, leaseholder and sheltered newsletters - Budget for tenant participation - Number of tenants involved formally/informally	Policy Officer	Current staff resources		√		√		√	To improve upon our services and in particular tenant participation	Key performance indicators established and performance assessed	1,2,3,4 h
					√		√		√			
					√		√		√			
					√		√		√			
					√		√		√			
					√		√		√			
					√		√		√			
					√		√		√			
					√		√		√			
					√		√		√			
To have in place a Service Level Agreement with the Wrexham Tenants Federation.	- consult with Federation on draft agreement - make any amendments - issue agreement.	Policy Officer	Current staff resources	√						To formalise the partnership between Housing Services and Wrexham Tenants Federation by outlining the services that each will provide to the other, and the responsibilities that each hold.	Agreement is in place and being met by both parties.	4 h
				√								
				√								

## Resources

Action	How the action is to be carried out.	Lead Officer	Resources	Completion Year						Intended Outcome	Measured by	Specific aim and key objectives in Strategy
				2008	2009	2010		2011				
				Quarter		Quarter		Quarter				
3/4	1/2	3/4	1/2	3/4	1/2	3/4	1/2					
To continue to fund Wrexham Tenants Federation and local Tenant and Resident Associations.	<ul style="list-style-type: none"> <li>- To have in place a clear procedure for applying for Grant Funding</li> <li>- Administer the funding on the receipt of an application</li> </ul>	Policy Officer	Within existing budget	√		√		√		To provide adequate support and resources to allow the set up, development and sustainability of tenant and resident groups so they can participate effectively	Number of grant applications received	2,4 a,b,c,d,f
				√		√		√				
Policy to be decided on payment of reasonable out of pocket expenses to tenants attending meetings/events	Meet reasonable expenses of tenants for attending meetings e.g. travelling costs in certain/individual circumstances.	Policy Officer	Within existing budget	√	√	√	√	√	√	Increased attendance at meetings.	Increased attendance as a result of meeting certain expenses	2,4 a,b,c
To meet the cost of Tenant and Leaseholder newsletters	Produce and meet the cost of newsletters	Policy Officer	Within existing budget	√	√	√	√	√	√	To ensure our tenants and leaseholders receive information about our services and decisions we make.	Newsletter produced	2,4 a,b,d,f

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				2008	2009	2010	2011	Quarter				
				3/4	1/2	3/4	1/2	3/4	1/2			
To facilitate the Tenants Assembly and Leaseholders Assembly	Arrange, organise and facilitate Tenants Assembly and Leaseholder Assembly meetings.	Policy Officer and Housing Officer (Admin)	Current staff resources	√	√	√	√	√	√	To provide an open forum for tenants and leaseholders to discuss and influence the services we provide	Meetings facilitated	2,4 a,b
To provide advice and guidance on any issue related to participation including advising on external agencies and support networks	Provide advice and guidance on Tenant Participation via:- - Wrexham Tenants Federation - Policy Officer Communications - Advertise the availability of advice and guidance - Advertise external agency and support networks	Policy Officer/ Wrexham Tenants Federation	Within existing budget	√	√	√	√	√	√	Information regarding participation is inclusive	Record instances where advice is given.	2,4 a,b,c,d,e, f,g,h
				√	√	√	√	√	√			
				√	√	√	√	√	√			
				√	√	√	√	√	√			
To ensure meetings are structured to meet tenant and leaseholder requirements and result in outcomes.	- publicise meetings in good time - hold meetings in accessible venues - minute all meetings - indicate clearly what needs to be done and by whom - circulate minutes within 10 working days of meeting	Officers attending meeting	Current staff resources	√	√	√	√	√	√	Meetings are structured, accessible to all and are effective	Achievements as a result of meetings recorded and feedback given.	2,4 a,d,f
				√	√	√	√	√	√			
				√	√	√	√	√	√			
				√	√	√	√	√	√			
				√	√	√	√	√	√			

To host any tenant or leaseholder consultation event or conference.	- work with tenants to plan event - meet the costs of advertising, venue, refreshments - meet the costs of guest speakers	Policy Officer	Current staff resources	√	√	√	√	√	√	To provide support and assist with holding events and conferences.	Number of events hosted and numbers who attend	2,4 a,d,f
				√	√	√	√	√	√			
				√	√	√	√	√	√			

## Equalities

Action	How the action is to be carried out.	Lead Officer	Resources	Completion Year						Intended Outcome	Measured by	Specific aim and key objectives in Strategy		
				2008		2009		2010					2011	
				3/4	1/2	3/4	1/2	3/4	1/2					
Ensure that key literature is produced in English and Welsh back to back	Key literature such as booklets, leaflets forms to be bilingual and produced back to back.	Policy Officer	Current staff resources	√	√	√	√	√	√	To meet the requirements of the Welsh Language Scheme	All literature of this type meets criteria	1,2,3,4 e		
Ensure key literature has reference to other formats in which it is available, including other languages, Braille and large print.	Paragraph to be included in such literature which refers to availability in some other languages and formats.	Policy Officer	Current staff resources	√	√	√	√	√	√	To ensure that our literature is accessible to all	Number of requests for alternative formats is met	1,2,3,4 e		
To encourage Participating groups to adopt an inclusive approach towards involving minority groups	- section referring to discrimination in constitution	Policy Officer	Current staff resources	√	√	√	√	√	√	Accessibility for all	Number of minority groups established	1,2,3,4 e		

in the community												
To put in place mechanisms for ensuring equal access for all	To ensure adequate consideration is given to the following when carrying out participation events or consultation exercises:- - the young and elderly - ethnic minorities - visually and hearing impaired	Policy Officer	Current staff resources	√	√	√	√	√	√	Accessibility for all	Mechanisms in place	1,2,3,4 e
To carry out an Equality Impact Assessment on the Strategy.	Impact assessment to be carried out by staff in the Policy team	Policy team	Current staff resources	√						To ensure all equality issues are addresses and no groups are excluded from participation	Evidence of participation from minority groups	