



## Arawak Walton Housing Association

### Tenant Involvement Strategy 2026-2029

| Approved by              | Board                                                                                                                                                                                         |     |      |    |                                                              |
|--------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----|------|----|--------------------------------------------------------------|
| Date of Approval         | July 21 <sup>st</sup> 2026                                                                                                                                                                    |     |      |    |                                                              |
| Date issued to Staff     | September 7 <sup>th</sup> 2026                                                                                                                                                                |     |      |    |                                                              |
| E&D impact Assessed      | Yes                                                                                                                                                                                           |     |      |    |                                                              |
| Date of Next Full Review | July 2029                                                                                                                                                                                     |     |      |    |                                                              |
| Strategy Ownership       | Operations Director                                                                                                                                                                           |     |      |    |                                                              |
| Strategy Author          | Operations Director                                                                                                                                                                           |     |      |    |                                                              |
| Legal Review             | Not required                                                                                                                                                                                  |     |      |    |                                                              |
| Tenant Consultation      | Tenant wide survey<br>Tenant Quality Panel<br>Tenant Experience Committee                                                                                                                     |     |      |    |                                                              |
| Version                  | 2.0                                                                                                                                                                                           |     |      |    |                                                              |
| Corporate Objectives     | Customers and Communities: Providing excellent services, listening to tenant voices, and ensuring safe homes                                                                                  |     |      |    |                                                              |
| Regulatory Standards     | Consumer Standards: Transparency, Influence and Accountability                                                                                                                                |     |      |    |                                                              |
| Strategic Risks          | <table border="1"> <thead> <tr> <th>Ref</th><th>Risk</th></tr> </thead> <tbody> <tr> <td>S2</td><td>Legal/Regulatory Compliance<br/><i>Risk Appetite - Averse</i></td></tr> </tbody> </table> | Ref | Risk | S2 | Legal/Regulatory Compliance<br><i>Risk Appetite - Averse</i> |
| Ref                      | Risk                                                                                                                                                                                          |     |      |    |                                                              |
| S2                       | Legal/Regulatory Compliance<br><i>Risk Appetite - Averse</i>                                                                                                                                  |     |      |    |                                                              |

| Section | Content                                                                           |
|---------|-----------------------------------------------------------------------------------|
| 1.      | <b>Strategic Context: Embedding Tenant Voice at the Core of Service Delivery</b>  |
| 2.      | <b>Strategic Purpose and Outcomes for Tenant Influence</b>                        |
| 3.      | <b>Regulatory Framework: Embedding Transparency, Influence and Accountability</b> |
| 4.      | <b>Vision for Tenant Voice, Influence and Impact</b>                              |
| 5.      | <b>Current Tenant Involvement Framework</b>                                       |
| 6.      | <b>Tenant Voice and Influence</b>                                                 |
| 7.      | <b>Strategic Priorities for Delivering Tenant Influence</b>                       |
| 8.      | <b>Governance, Assurance and Performance Oversight</b>                            |
| 9.      | <b>Equality, Diversity and Inclusion - Ensuring Equitable Access and Voice</b>    |
| 10.     | <b>Risk Management and Regulatory Assurance</b>                                   |

#### **Appendices:**

1. How Tenant Voice has Shaped this Strategy
2. Tenant Involvement Action Plan 2026-2029
3. Key Performance Indicators
4. Equality Impact Assessment

#### **Related Documents:**

- Corporate Plan 2025 - 30
- 30-Year Financial Plan 2025-2055
- Value for Money Strategy 2025-2028
- Financial Regulations
- Standing Orders
- Complaints, Concerns and Compensation Policy
- Vulnerable Tenant Policy
- Annual Budget
- Community Engagement Strategy
- Tenant Insight Strategy
- Equality and Diversity Strategy

## **1.0 Strategic Context: Embedding Tenant Voice at the Core of Service Delivery**

1.1 Arawak Walton Housing Association was formed in 1994 and is the largest independent Black and Minority Ethnic housing association in the North West. We have a long-standing commitment to providing culturally sensitive, personal service to a diverse customer base.

1.2 This Tenant Involvement Strategy has been shaped directly by what our tenants told us through the 2025/26 Tenant Satisfaction Survey, 2026 tenant-wide survey (104 responses) and follow-up focus sessions with the Tenant Quality Panel and Tenant Experience Committee. Tenants shared their views on awareness, barriers, preferred activities, and the support they need to get involved. Their voices are at the heart of this strategy.

## **2.0 Strategic Purpose and Outcomes for Tenant Influence**

2.1 The purpose of this Strategy is to ensure that all Arawak Walton tenants have meaningful, accessible and impactful opportunities to influence and scrutinise the services we provide. Effective tenant involvement leads to better decisions, improved services and stronger communities.

## **3.0 Regulatory Framework: Embedding Transparency, Influence and Accountability**

### **3.1 Social Housing Regulator and Consumer Standards - Key Expectations for Registered Providers**

3.1.1 A commitment to playing a wider role than just housing within the communities within which our tenants reside is an explicit expectation of the Consumer Standards, specifically the Transparency, Influence and Accountability Standard and the Neighbourhood and Community Standard (effective from April 2024)

3.1.2 Core outcomes for tenant involvement (Transparency, Influence and Accountability Standard)

Registered providers must:

- Be open, fair and respectful with tenants
- Provide meaningful opportunities for tenants to influence and scrutinise strategies, policies and services
- Demonstrate how tenant views are taken into account in decisions and communicate back how those views have been used
- Operate a simple, fair and effective complaints process and share clear, timely performance information
- Enable tenants to hold the landlord to account, including supporting tenant-led scrutiny activities
- Collect and report Tenant Satisfaction Measures (TSMs) annually.

3.1.3 What the Regulator looks for in practice:

- A tenant engagement strategy that is co-produced with tenants and regularly reviewed
- Evidence that engagement reaches all tenants (not just the most active) and that complaints data is used to spot systemic issues
- Co-design of services and a clear “You Said; We Did” record showing how tenant insight changed policy or practice
- Scrutiny groups have a direct link to the board (or lead members in a local authority)
- A robust self-assessment and evidence-based plan ready for inspection

### **3.2 Strategic Alignment: Mission, Values and Corporate Priorities**

3.2.1 Our Mission: With its roots in the African Caribbean community, Arawak Walton champions the provision of quality affordable homes in sustainable multi-cultural neighbourhoods.

3.2.2 This strategy directly supports the following corporate objective from our Corporate Plan 2025-2030:

3.2.3 Customers and Communities: Providing excellent services, listening to tenant voices and ensuring safe homes.

3.2.4 Our Values:

- We value people - we shall listen and respond to the needs of all people involved with Arawak Walton
- We are proud of our roots - we provide homes, not houses, and support and promote our communities whenever we can.

3.2.5 Our Strategic Themes - Customers and Communities:

- Know our tenants
- Know our neighbourhoods and support community cohesion
- Recognise and challenge racism, particularly in areas where Black and Minority Ethnic (BME) residents are underrepresented
- Assess the changing demographics of Manchester’s communities to ensure services stay relevant.

### **3.3 Understanding Our Communities: Local Context and Tenant Demographics**

3.3.1 Arawak Walton operates across 3 local authority areas within Greater Manchester:

- Manchester
- Trafford
- Stockport

3.3.2 As the vast majority (95%) of our stock is located within the Manchester local authority area, this is the primary focus of our resource and activity.

- 3.3.3 Manchester is a diverse city where 43% of residents identify with an ethnic minority background (significantly above national average). Asian/Asian British (21%) and Black/Black British (12%) are the largest minority groups.
- 3.3.4 While Manchester-specific tenure-by-ethnicity data is not available, national patterns strongly indicate over-representation of Black Caribbean, Black African, Bangladeshi, and Mixed White/Black Caribbean households in social housing, and under-representation of Indian and Chinese households. With 32% of Manchester households in social rented accommodation and a high minority population, these trends are expected to hold locally.
- 3.3.5 Key challenges for BME tenants:
- Overcrowding - particularly among Bangladeshi, Pakistani, and Black African households
  - Homelessness risk - driven by structural inequalities, poverty, and immigration vulnerabilities
  - Cost-of-living pressures - disproportionately affecting deprived and BME residents
  - Health and socio-economic inequalities - intersecting with poor housing conditions and barriers to navigating housing systems
  - Language barriers - affecting access to services, tenancy rights, and repairs reporting
- 3.3.6 Implications:
- 3.3.7 BME tenants are a significant and distinct group within Manchester's social housing sector. Their experiences are shaped by historical and structural factors, requiring targeted, equitable approaches in housing strategy, service delivery and tenant support.

#### 4.0 Vision for Tenant Voice, Influence and Impact

##### 4.1 *"Every tenant has a voice. Every voice is heard. Every voice makes a difference."*

##### 4.2 We will achieve this vision by:

- Offering a flexible menu of involvement that enables every tenant to participate in a way that suits their circumstance
- Removing practical barriers to participation, including time, caring responsibilities, health and transport
- Ensuring representativeness so that the tenants who are involved reflect the diversity of our wider tenant community
- Closing the feedback loop through visible, regular reporting on how tenant input has shaped outcomes

## 5.0 Current Tenant Involvement Framework

5.1 We offer a range of formal and informal ways for tenants to get involved with Arawak Walton which involve different levels of commitment.

| Level                | Example Method                                                                                                                                                                              |
|----------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Formal               | Board<br>Tenant Experience Committee (TEC)<br>Tenant Quality Panel (TQP)<br>Complaint Learning Forum (CLF)                                                                                  |
| Partnership          | Community Groups                                                                                                                                                                            |
| Scheme Neighbourhood | Tenant meetings                                                                                                                                                                             |
| Individual           | Annual Tenant Satisfaction Measures Survey<br>Home/Office visit<br>Estate inspection<br>Complaint/Compliment<br>Repair satisfaction survey<br>Postal/Online survey<br>Social media channels |

## 6.0 Tenant Voice and Influence

6.1 Our survey and focus sessions gave us a clear picture of tenant views:

- Awareness: Over half of tenants were not aware of either the Tenant Involvement Strategy
- Barriers: Time (41%), health or mobility (35%), childcare (28%) and transport (26%) were the main reasons tenants found it hard to get involved. These are practical barriers, not a lack of interest
- Preferred activities: Walkabouts were the most popular activity (51% interest). Community events (38%), online engagement (34%) and

mystery shopping (30%) also had strong support. Tenants value informal, practical engagement as much as formal meetings

- Support needed: Evening or weekend sessions (33%), childcare provision (28%), travel expenses (26%) and digital training or device loans (23%) would make the biggest difference
- Feedback: More than 80% of tenants want to see how their views have made a difference - through regular or occasional updates.

## **7.0 Strategic Priorities for Delivering Tenant Influence**

### **7.1 Priority 1: Making Tenant Involvement Visible, Accessible and Understood**

7.2 We will ensure that every tenant knows about the Tenant Involvement Strategy and understands how they can get involved. We will use simple, clear messages and a range of channels e.g. post, staff visits, newsletters, community promotion - to reach all tenants, not just those who are already engaged.

### **7.3 Priority 2: Expanding Participation and Reaching Underrepresented Voices**

7.4 We will actively reach tenants who have not previously taken part. This includes introducing new, flexible ways to get involved (such as topic-focused groups, digital forums and neighbourhood-based activities) and making sure our engagement reflects the diversity of our tenant population. We will monitor the representativeness of those who participate and take targeted action where any group is underrepresented.

### **7.5 Priority 3: Removing Barriers to Inclusive Participation**

7.6 We will offer evening and weekend sessions, provide or reimburse childcare costs, reimburse travel expenses and offer digital training and device loans. All venues will be fully accessible and translation or interpretation services will be available where needed.

### **7.7 Priority 4: Delivering a Flexible, Insight-Led Engagement Offer**

7.8 Based on tenant preferences, we will maintain and strengthen

- Walkabouts - held regularly in each scheme and/or neighbourhood with clear reporting of actions taken
- Community events - at least eight per year focused on health, money matters and local facilities
- Mystery shopping - tenants trained to assess key services such as repairs, complaints and customer service
- Online engagement - a dedicated tenant involvement area on our website, with surveys, discussion forums and updates
- Tenant Quality Panel - evolved into a flexible, blended model that combines formal panel meetings with informal and activity-based

engagement, including regular “consumer deep dives” into specific service areas chosen by tenants using insight data

- Scrutiny groups - task-and-finish groups to examine specific service areas (e.g. repairs, complaints handling, anti-social behaviour).

## **7.9 Priority 5: Demonstrating Impact and Accountability (‘You Said, We Did’)**

- 7.10 We will publish regular “You Said; We Did” updates showing what tenants told us, what we did in response, and what difference it has made. These updates will be shared by post, email, text, newsletter and our website. At every involvement activity, we will start with a brief summary of what has changed because of tenants previous input.

## **8.0 Governance, Assurance and Performance Oversight**

- 8.1 Monitoring: Progress against this strategy will be monitored through a detailed Action Plan with clear owners and timelines.

- 8.2 Reporting: The Board will receive quarterly reports on activity and performance, including KPIs and TSMs.

- 8.3 Review: This strategy will have a formal review every three years (next in 2029) with an annual refresh to ensure it remains relevant.

## **9.0 Equality, Diversity and Inclusion - Ensuring Equitable Access and Voice**

- 9.1 An Equality Impact Assessment (EIA) has been conducted on this strategy. We recognise that our tenant base has diverse needs. Our approach to tenant involvement will be sensitive to this, ensuring that our homes and services are accessible and appropriate for all, regardless of race, religion, disability, age or other protected characteristics.

## **10.0 Risk Management and Regulatory Assurance**

- 10.1 This strategy is intrinsically linked to the strategic risk register, primarily mitigating:

| Ref | Risk                                                 | Notes                                                                                                                  |
|-----|------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------|
| S2  | Legal / Regulatory Compliance (including Governance) | Failure to comply with legal and regulatory requirements and expectations. Weak and ineffective governance arrangement |