



SustainukLtd

Tenant Engagement
Strategy 2025-30

‘LIVING TOGETHER, THRIVING TOGETHER,
THROUGH ENGAGING WITH OUR RESIDENTS FOR
A BETTER SHARED COMMUNITY’

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1. Message From the Chair

Over the past year, we have made it a priority to listen closely to our tenants, as your voices are central to shaping and improving Sustain's services. Our Tenant Engagement Strategy 2024/25 Delivering Support to Supportive Services has seen Sustain deliver a major tenant engagement programme with meaningful results such as Move on to work, and good Tenant Survey Metrics,

Tenant engagement has been at the heart of our work, and we're delighted with the level of participation over the past twelve months. On behalf of everyone at Sustain, I want to extend a heartfelt thank you to all the tenants who joined our engagement events and participated in our Tenant Survey's. Your involvement is truly appreciated, and we hope you enjoyed activities such as our Bowling Night, Christmas Party, and the various Tenant Engagement Forums held throughout the year.

Sustain's new strategy for the next 5 years has been developed in partnership with tenants through a dedicated Tenant Engagement Forum and a Strategy Day, facilitated by Jackie Owen. These events brought together tenants, directors, and staff, leading to valuable discussions, insights, and important outcomes. Your contributions have reinforced our commitment to keeping Sustain's future firmly focused on tenants.

Looking ahead, we are dedicated to ensuring tenants have a strong and influential voice over the next five years—one that drives improvement in our services and leads to positive outcomes. By listening and acting on your feedback, we will create opportunities for you to thrive, make informed choices, develop new skills, and enjoy new experiences that support your well-being. Your voice will not only shape your own future but will also help guide key decisions at Sustain, ensuring tenants remain at the heart of everything we do.

Sustain and you are building a future where tenants are heard, valued, and empowered—keeping Sustain a truly tenant-focused organisation for years to come. We invite you to join us on in delivering our new strategy 'Living Together, Thriving Together, through Engaging our Residents for a Better Shared Community.

On Behalf of the Board

on Behalf of the Tenant Engagement & Empowerment Committee

Surjit Khaira

Sian Piercy

March 2025

2. Tenant Engagement Strategy 2024-25

Our History

Sustain (UK) Ltd has operated as a tenant centric provider in the Birmingham City, we have adopted the Birmingham City Council's 'BCC' Charter of Rights and the Quality Standards for Exempt Accommodation and have been provisionally awarded a silver grading for our tenant focused services.

We believe very strongly that our tenants should have the widest possible say in the services they receive, based on the service reflecting their needs and aspirations and providing a safe living environment.

Sustain has delivered the Regulator for Social housing 'RSH' Tenant Involvement & Empowerment Strategy, demonstrated through delivering the Consumer Standards to the highest possible level. From good Tenant Satisfaction Surveys to excellent Health and Safety Compliance. We have also adopted the Housing Ombudsman Complaints handling Code, and have responded to your issues and complaints effectively with no maladministration findings against Sustain

This is our third Tenant Engagement Strategy which has built upon our long history of consulting with tenants and encouraging their involvement. Sustain's Board regards Tenant Engagement and supporting vulnerable adults as a key focus in developing and delivering our services to you, to this end it has established a Tenant Engagement Committee now called then Tenant Engagement and Empowerment Committee 'TEEC' to focus on Tenant Engagement, the Consumer Standard, Complaints, Safeguarding, Value for Money, and Regulatory Compliance.

This Board Committee engages with direct Tenant contact reviewing our quarterly and annual tenant surveys and linking to the Tenant Forums and Events run in each quarter. At each forum we look in depth at a key theme which tenants have an interest in, take in service improvement suggestions, report on our progress and report on you said we have done activity. This Committee monitors and reviews activity and makes suggestions to Board on compliance, risks and strategic activity relating to Tenant Engagement. This Committee has meets at least 4 times a year and has helped drive a tenant centric and you said we have done culture to Sustain's activities.

At all times we listen to Tenants and deal with their concerns as evidence by speedy resolution and reporting on issues and complaints and acting upon what you have asked for with the food banks initiative, setting up things for your to do with the Colleges, the DWP, move on support, and links to Community activities.

Your Metrics of Success

In Spring 2024 we agreed a Tenant Engagement Strategy, 'Sustain to Sustainability' 'Support to Supportive', clear targets were set to engage with tenants, improve our service, listen to what tenants wanted, and use our engagement to develop our compliance with the RSH consumer Standards.

A detailed list of actions is included in our appendix; from this you will see that we have succeeded in delivering all elements of the strategy. Some highlights include.

- You Said We Have Done – we have opened move on to work homes in partnership with the DWP
- You Said We Have Done – we have sponsored the Billingsley Ark Café – a place for tenants to go
- Over 700 tenants have engaged with Sustain as part of activities in the strategy over and beyond standard tenant service interactions
- We have Run 5 Tenant forums, and three tenant events in the year – with attendances at the vents running at above 100 tenants and their support workers.
- Tenant Stories have been brought to Board to help shape strategic thinking; Tenants have been included to help develop this strategy
- Engagement has aided Sustain to achieve a good RSH Tenant Service Metrics performance, Sustain was upper quartile in national performance in terms of Tenant Satisfaction (See appendix for TSM results)

Publishing Our Results

In line with our commitment to openness, we have scrutinised and reviewed our activities to ensure our reporting of these is accurate.

We publish our TSM and Tenant Survey Results annually in our Annual Report, this information is available on our website and is lodged with the RSH and Companies House as a matter of public record.

3. Developing a New Strategy Methodology a Tenant Centric Methodology

Introduction

Our methodology and approach were to engage tenants and stakeholders in shaping Sustain's five-year strategy. Insights were gathered through interactive forums and structured workshops, ensuring that tenant voices directly inform decision-making. Key Background work was carried out followed by two key engagement sessions were run— a Tenant Forum on 5 February 2025, and a TEEC Engagement Strategy Workshop on 25 February 2025— which provided critical input for the development of Sustain's strategic priorities.

Engagement Approach

Sustain employed a multi-method approach to tenant engagement, incorporating participatory activities, qualitative data collection, and structured discussions. The process was designed to be inclusive, ensuring that tenants lived experiences and aspirations were at the heart of strategic planning.

At the Forum on 5 February 2025 we.

- Conducted an interactive tenant engagement session.
- Focused on personal journeys, service improvement, future goals, and wellbeing initiatives.
- Provided qualitative insights through vision boards, discussions, and reflective exercises.
- Identified personal challenges, aspirations, and support needs to shape service enhancements.

At the TEEC Engagement Strategy Workshop on 25 February 2025 we

- Aimed to develop a structured and measurable tenant engagement strategy.
- Attended by directors, current and former tenants, and staff members.
- Used target-setting, gap analysis, and co-design methodologies to build strategic actions.
- Established clear engagement priorities and targets, aligned with Tenant Satisfaction Measures (TSMs) and consumer standards.
- Outlining key pledges and actions

The session generated positive discussions, leading to a comprehensive set of strategic actions to support the development of a long-term engagement model.

Outcomes Which Helped to Formulate Our Strategy

High-Level Targets

- Increase Tenant Participation
- Improve Well-being Support
- Reduce Negative Outcomes
- Strengthen Community Networks
- Enhance Digital Inclusion:
- Improve employment opportunities
- Address language barriers and accessibility challenges.

- Ensure tenants feel confident and trusting in their engagement with Sustain.
- Implement multiple communication methods and translation tools.
- Use feedback to drive significant change.
- Reduce Key Barriers & Utilisation of Personal Journeys and Aspirations to guide activity
- Service Improvement

Strategic Engagement Targets and Actions recommended included.

- Increase Tenant Participation
- Improve Well-being Support
- Reduce Negative Outcomes
- Strengthen Community Networks
- Enhance Digital Inclusion

Implementation and Next Steps Recommendations included.

- Strengthen tenant representation in governance through a Tenant Council – to be called a Friends of Sustain – to replace the forums
- Enhance communication and accessibility through digital tools and multilingual support
- Build holistic support networks with external partners and peer advocates
- Examine compliant incentives to encourage engagement
- Develop a tenant engagement scorecard to monitor progress and impact.

4. The Strategy 2025-30

**‘LIVING TOGETHER, THRIVING TOGETHER,
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This Strategy, its Formulation Process, Methodology and Outcomes were prepared with Tenants Input and Reviewed by TEEC and Board of Sustain

Strategic Aims

To ensure long-term sustainability, the following recommendations were developed:

- **Strengthen Tenant Voice in Governance:** Establish a Tenant Council and embed tenant representatives in decision-making.
- **Enhance Communication & Accessibility:** Improve document clarity, introduce regular tenant polls, and develop an online support portal.
- **Build Holistic Support Networks:** Strengthen partnerships with housing providers and appoint peer advocates.
- **Innovate Tenant Engagement:** Implement an incentive scheme and introduce digital storytelling initiatives.
- **Improve Measurement & Transparency:** Develop a tenant engagement scorecard and provide regular updates on Board decisions.

Strategic Engagement Actions

- **Increase Tenant Participation**
Develop a “Tenant Champion” initiative for peer-to-peer engagement.
Establish a structured events calendar with advance notifications.
Facilitate tenant-led panels and forums.
- **Improve Well-being Support**
Implement structured life skills programs.
Develop an app for centralised well-being resources.
Organise a Well-being Awareness Week and guest speaker sessions.
- **Reduce Negative Outcomes**
Focus on increasing positive outcomes instead of only reducing negatives.
Redesign feedback forms to ensure tenant needs are prioritised.
Share success stories to inspire engagement.
- **Strengthen Community Networks**
Establish community initiatives such as litter-picking groups.
Develop outreach to neighbours and external agencies.
Improve clarity of house guidelines to support community cohesion.
- **Enhance Digital Inclusion**

Expand Wi-Fi access and provide device loan schemes.
Offer affordable mobile phone contracts for tenants.
Implement translation services for improved accessibility.

Year One Activity

- Enhance the Support Portal with tenant communication preferences.
- Run Monthly Newsletters and Activities
- Secure additional funding for engagement initiatives.
- Establish structured tenant input into Board decisions.
- Improve communication consistency and document accessibility.
- Conduct monthly thematic surveys in line with TSMs to capture evolving tenant needs.
- Develop a dedicated budget within the Sustain Business Plan for Tenant Engagement

Long-Term Activity

- Explore tenant representation at the Board level.
- Expand peer-led tenant initiatives and support groups.
- Implement a formal Tenant Panel to drive policy input.
- Leverage tenant data to refine engagement strategies.
- Strengthen collaboration with external partners and funding bodies.
- Establish a talent pipeline to support tenant upskilling and employment pathways.

Consumer Standard Compliance

- Continue to develop engagement and service activities to support Sustain's Consumer Standards Compliance and to assist improve Tenant Service Metrics year on year.

Building for the Future

By taking our strategy forward the pledges and actions outlined, will:

- Strengthen tenant voice in governance and decision-making.
- Improve accessibility and digital inclusion efforts.
- Build a holistic, tenant-centred support network.
- Implement structured measurement and reporting mechanisms.

5. Reporting to be made under the Strategy

- The Tenant Engagement & Empowerment Committee shall receive quarterly and annually the following reporting as follows; Complaints Reporting, Value for Money reporting, Tenant Satisfaction Survey plans and results, BCC Q Mark Reporting, RSH Standards Compliance Reporting, and an Annual Report on the Strategy. The Committee will sign off on an annual report to be submitted to the RSH and to the Housing Complaints Ombudsman by every June, this to include data on complaints, Health & Safety and tenant Satisfaction.
- The Board of Sustain shall receive quarterly and annually the following reporting: Complaints Reporting, Value for Money reporting, Tenant Satisfaction Survey plans and results, BCC Q Mark Reporting, RSH Standards Compliance Reporting, and an Annual report on the Strategy. The Board will sign off on an annual report to be submitted to the RSH under the C Standard every June, & to Housing Complaints Ombudsman every June.
- The Board and Tenant Engagement Committee shall reserve the right to seek additional reporting- such as benchmarking materials and external review.
- The Strategy & its Performance will be reviewed and agreed by Board annually, with quarterly reporting and oversight to be carried out by the Tenant Engagement & Empowerment Committee.
- Tenants will be consulted on changes and additions to the strategy.
- Tenants will be informed of the results of this strategy annually, including Tenant Service Metrics and Complaints Performance will be reported to tenants
- All Annual Reports will be reported on the Sustain Website.

6. Date of Activity 2025

Date	Sustain Reporting	Friends of Sustain	Activity Theme	Type of Meeting
16.04.25	Launch of Tenant Engagement Strategy	Launch of Friends of Sustain - Monthly Newsletter, 3 Support Activities	Budgeting	Forum
14.05.25	Tenant Survey Annual Report, Complaints Annual Report	Newsletter, 3 Support Activities, Tenant Stories, Invite to Summer Party	Bowling	Summer Party
11.06.25	5 year plan	Newsletter, 3 Support Activities, Tenant Stories	Wellbeing	Forum
16.07.25	Government Consultations	Newsletter, 3 Support Activities, Tenant Stories	Move On to work	Forum
20.08.25	Sustain's Annual Report	Newsletter, 3 Support Activities, Tenant Stories	Move on to Support	Forum
17.09.25	BCC Activities update	Newsletter, 3 Support Activities, Tenant Stories	Move on to Education	Forum
15.10.25	Winter Plans	Newsletter, 3 Support Activities, Tenant Stories	Move on to Independent Living Forum	
19.11.25	Staff Planning	Newsletter, 3 Support Activities, Tenant Stories	Cooking on a budget	Forum
17.12.25	Tenant Support Workers Awards Ceremony	Newsletter, 3 Support Activities, Tenant Stories, Invite to Xmas Party	Xmas Party	Xmas Party

7. APPENDIX

2024/25 Strategy Results

Strategy Action	On Target	Detail
Work with Birmingham partners to provide a single Quality & Support Plan Framework – to allow you access services and housing across the city quickly	On Target	SEAQ Forum Single referral System Consultation SEAQ Grading visit SEAQ Award paid fee
Work with the DWP, NHS and Birmingham City Council to provide more independent living accommodation supply	On Target	DWP Project Diversification TA Project
Work with The Compliant Ombudsman to develop their accessible complaint IT platform so you can track complaints in	On Target	Registering June and input July Complaints and Correspondance in timeframe
Work With the Regulator to implement better Safety Standards in your home – the electrical safety standard	On Target	C Standard Return and H & S compliance up to date To roll out to HP by september
6 Tenant Forums through the year – run as workshops on your Support Themes	On Target	First Forum in June - then every two months with Summer Party as extra one on 19.8.24 Support Theme June - What tenants want support services
Provide more things for you to do - Foodbanks, Events, Education & Welfare options	On Target	Birmingham College Courses Access and Pet open to tenants DWP Move on Option with Natalie Cartmell TA Project activities and support Support Notes system - putting on live activities update June onwards
Keep developing new ways to communicate to you and for you to communicate to us – web pages, social media notifications	On Target	Tenant Web Page Open Social Networks being developed by PR agents Publish TSM & Strategy 20th June
Monthly Tenant Newsletters to keep you up to date	On Target	First Newsletter in June for each Month
Conduct Quarterly Tenant Satisfaction Surveys with a QR Code access	On Target	Tenant Survey Out - Paper version to HP first quarter finish for 30.6.24 Use Survey Company to check methods booked sept
Improved Home Notice Boards – not just paper but electronic display board	On Target	Developing as part of web page feed - target Sept roll out to good HP
Keep Tenant Issues and Interests at the heart of decisions and strategies – invite tenants to meet with the board and give us your story and issues directly	On Target	TEEC Meetings 5 Year Strategy in June Board

TSM Results 2023-24

Building Safety		
BS01	Proportion of homes for which all required gas safety checks have been carried out.	100%
BS02	Proportion of homes for which all required fire risk assessments have been carried out.	97%
BS03	Proportion of homes for which all required asbestos management surveys or re-inspections have been carried out.	97.40%
BS04	Proportion of homes for which all required legionella risk assessments have been carried out.	97.70%
BS05	Proportion of homes for which all required communal passenger lift safety checks have been carried out.	N.A.

Anti-social behaviour		
NM01 (1)	Number of anti-social behaviour cases, opened per 1,000 homes.	25.3
NM01 (2)	Number of anti-social behaviour cases that involve hate incidents opened per 1,000 homes	1

Q4c DHS and repairs		
RP01	Proportion of homes that do not meet the Decent Homes Standard.	0.0
RP02 (1)	Proportion of non-emergency responsive repairs completed within the landlord's target timescale.	100%
RP02 (2)	Proportion of emergency responsive repairs completed within the landlord's target timescale.	100%

Q4d Complaints		
CH01 (1)	Number of stage one complaints received per 1,000 homes.	2.6
CH01 (2)	Number of stage two complaints received per 1,000 homes.	2
CH02 (1)	Proportion of stage one complaints responded to within the Housing Ombudsman's Complaint Handling Code timescales.	100%
CH02 (2)	Proportion of stage two complaints responded to within the Housing Ombudsman's Complaint Handling Code timescales.	50%

Q4e Tenant perception measures		
TP01	Proportion of respondents who report that they are satisfied with the overall service from their landlord.	94.40%

TP02	Proportion of respondents who have received a repair in the last 12 months who report that they are satisfied with the overall repairs service.	96.40%
TP03	Proportion of respondents who have received a repair in the last 12 months who report that they are satisfied with the time taken to complete their most recent repair.	95.30%
TP04	Proportion of respondents who report that they are satisfied that their home is well maintained.	96%
TP05	Proportion of respondents who report that they are satisfied that their home is safe.	94%
TP06	Proportion of respondents who report that they are satisfied that their landlord listens to tenant views and acts upon them.	87.60%
TP07	Proportion of respondents who report that they are satisfied that their landlord keeps them informed about things that matter to them.	90.10%
TP08	Proportion of respondents who report that they agree their landlord treats them fairly and with respect.	96.20%
TP09	Proportion of respondents who report making a complaint in the last 12 months who are satisfied with their landlord's approach to complaints handling.	89.20%
TP10	Proportion of respondents with communal areas who report that they are satisfied that their landlord keeps communal areas clean and well maintained.	93.70%
TP11	Proportion of respondents who report that they are satisfied that their landlord makes a positive contribution to the neighbourhood.	77.20%
TP12	Proportion of respondents who report that they are satisfied with their landlord's approach to handling anti-social behaviour.	81.70%

8. Links to Information

Easy to Use Version of Strategy

Links on Sustain's Website