

# **Tenant Engagement Framework 2026**

***Your Voice,  
Your Choice***



**Mansfield**  
District Council



# Foreward

## A message from the Assistant Director for Housing



For too long, the social housing sector has often operated behind closed doors, making decisions for tenants rather than with them. With our new strategy, Your Voice, Your Choice, we are turning that approach on its head.

I don't just want us to meet the "Consumer Standards" or follow government regulations because we have to. I want us to listen to you because it is the right thing to do. You are the people who live in our homes, receive our services and walk our streets every day. You know what works and what doesn't far better than anyone sitting in an office.

When you share your feedback - whether it's a complaint, a compliment, or a new idea - you are giving us the "fuel" we need to innovate. My promise to you is that we will use that fuel to drive real change. We are committed to being transparent when things go wrong, and accountable for fixing them.

This strategy is called **Your Voice, Your Choice** because we respect your feedback and your time. Whether you want to lead a tenant panel or simply give us your feedback via a short online survey, your contribution is valued.

I am personally committed to ensuring that the promises we make in this strategy aren't just words on a page, but the "roots" of everything we do. By working together, we can build a community where everyone feels heard and respected

Thank you for being part of this journey with us.

**Jill Finnesey**  
Assistant Director for Housing

# Message from Tenant Scrutiny Panel

It's probably fair to say that most of us want to just pay our rent, live in peace and quiet, get along with our neighbours and be left alone by Mansfield District Council (MDC). If you're happy with things running as they do, please let MDC know. If you feel things need improving in some way, please tell them that, too.

**Your Voice, Your Choice** gives us all an opportunity to have our say and change things if they're not working as they should. The Tenant Scrutiny Panel (TSP) was established in summer 2024 to work with MDC toward improving communication, openness and specific areas that resulted in a Grade 2 assessment by the Regulator. It's still early days, but there are definite signs MDC is listening to our concerns and are working to address them. Encouragingly, the staff I've worked with have exhibited a strong desire to improve the way things work.

There aren't currently enough members to provide a diverse and representative group that can accurately represent the tenant base. Therefore, our hope is that more tenants will join or contribute by some of the other methods detailed below so that more of our views are known and that focus is placed on the most important issues to us – the tenants.

As tenants, we know that our homes are more than just bricks and mortar; they are where our lives happen. For a long time, many of us have felt that decisions about our homes were made without us. **Your Voice, Your Choice** is our opportunity to change that. I have been part of the group helping to shape this strategy, and I can tell you that this isn't just another corporate document. It's a promise that our "lived experience" actually counts for something. Whether you're concerned about the services you receive, or the home that you live in, this framework gives you a way to be heard.

What I love about this framework is the word **Choice**. We all have busy lives; work, kids, and other commitments. This framework recognises that. You don't have to sit in long meetings to make a difference (unless you want to!). You can "chip in" when it suits you, and your opinion will carry the same weight.

This is our chance to hold Mansfield District Council's Landlord Services to account and to make sure they live up to their promises of Transparency and Mutual Respect. I encourage every one of you to find a level of engagement that works for you. Let's use our voices to make sure the services you receive are the best they can be.

**Mike Shaw**

Chair of Tenant Scrutiny Panel

# Our Vision

**“ To work side by side as equal partners to ensure every voice is heard ”**

Without a clear vision, engagement can often feel like a tick-box exercise where the different activities to gather your feedback and opinions happen but nothing really changes.

A vision is therefore essential for both Mansfield District Council (MDC) and you as our tenants. It provides a promise and a standard by which you can measure us on.

Our vision has been co-produced – meaning we didn't just ask tenants what they think of MDC's vision; we sat down at the same table with tenants and wrote the vision together from scratch from a blank page.

Our joint vision for delivering tenant engagement and influence is to work side by side as equal partners to ensure every voice is heard.



# Our Mission

**“ Empower progress by creating a partnership-led community where feedback fuels innovation and accountability and ensures excellence in everything we do ”**

Whilst the vision sets out our destination, our mission sets out what MDC will do to reach its destination. Our mission is: To empower progress by creating a partnership-led community where feedback fuels innovation and accountability and ensures excellence in everything we do.

In other words we will:

- make things better by doing things with you, not doing to them to you;
- use your ideas and feedback to influence our decisions and try new and better ways of working;
- take responsibility when things go wrong;
- provide high quality services every time.



# Our Promise

Whilst our vision and mission set out what we want to achieve, our guiding principles sets out our promise of how we will behave while we try to get there. Our guiding principles will therefore guide our actions and set out what you can expect from us.

## Transparent - We will be open and honest with you

- We will share information in plain English, not "corporate speak."
- We will be clear about how we make decisions and how we perform
- You will always know the "why" behind the actions we take.

## Influence - Your voice has the power to change things

- You are the expert on your home, neighbourhood and services you receive; we will listen to that expertise.
- We will give you real opportunities to shape our services and policies.
- When you speak up, we will show you exactly what changed because of your input.

## Inclusive - Everyone is invited to the conversation

- We will offer different ways to get involved so it fits your life and your schedule.
- We will remove barriers so that every tenant, regardless of background, feels welcome.
- We ensure that the quietest voices are heard just as loudly as the loudest ones.

## Accountable - We take responsibility for our work

- If we make a promise, we will stick to it. If we fail, we will explain why and how we plan to fix it.
- We will publish "You Said, We Did" reports so you can track our progress.
- We answer to you and are committed to being held to a high standard.

## Mutual Respect - We value you as a partner

- We will treat every interaction with professional courtesy.
- We value your time and will never treat your feedback as a "box-ticking" exercise.
- We ask for a two-way conversation where we listen to, understand, and respect one another.



# Your Choice

Giving tenants a choice isn't just a "nice thing to do"; it is essential for this strategy to actually work. If we don't give tenants a choice in how they engage and provide feedback, we are effectively telling some of them to stay quiet.

Providing a range of options that allow you to choose a level of engagement that fits their lifestyle, skills and interest will ensure everyone has a doorway into the conversation

We therefore offer a choice of activities in which you can take part, offering different levels of time commitment and skill requirements. We also use a "closed-loop" system to ensure your feedback leads to visible change<sup>16</sup>.

The activities in the pyramid are not necessarily reliant on each other or need to happen in any particular order. All activities are valuable and the diminishing size of the segments reflects that fewer tenants will be involved in those activities such as leading and collaborating.



# Making you aware

This section covers the communication channels we will use to share essential information with you and the standards you can expect from us when we communicate with you are set out in our Communications Charter. These channels also empower tenants to influence how we communicate, rather than just receiving information by providing opportunities to feedback.

Note: To ensure we are inclusive, we maintain a "Digital First, not Digital Only" approach, ensuring print and face-to-face options remain robust for those not online.

## The Feedback Loop: Turning Communication into Influence

Our strategy moves beyond "telling" to "listening" and our communication framework provides opportunities for you to provide feedback on the communications and information you receive.

There is a difference between providing feedback via the complaints process versus the [feedback@mansfield.gov.uk](mailto:feedback@mansfield.gov.uk) email. This is a very important distinction to clarify, as the wrong channel can lead to frustration and delay.

The difference lies in the severity and desired outcome of the feedback. The table below shows the purpose of each of the two options.

Feature	Formal Complaint Process	Constructive Feedback <a href="mailto:feedback@mansfield.gov.uk">feedback@mansfield.gov.uk</a>
Purpose	To resolve a service failure or dispute a formal decision	To improve clarity, language, and content of communication.
Desired Result	Redress, apology, or policy change	Improved communication materials for all tenants
Escalation	Can be escalated to the Housing Ombudsman	Generally leads to a review by the Performance and Insight Manager or Service Manager

# Communications

## Digital and Print Channels

Effective engagement relies on a "right channel, right time" approach. Our communication framework ensures that every tenant—regardless of their digital abilities—has access to essential information.

Channel	What it's Used For?	How Often / Availability?	Feedback Mechanism
Tenant Portal (To be developed)	Self-service, tracking repairs, finding FAQs, and quick updates	Digital channel available 24/7	Opportunity for feedback or a compliment / complaints process via the portal
Bi-Monthly Bulletin	Quick updates and summaries (e.g., new legislation, tenant safety advice, performance, and scrutiny outcomes)	Emailed every other month (you can opt out). – printed copies available	Opportunity for constructive feedback via <a href="mailto:feedback@mansfield.gov.uk">feedback@mansfield.gov.uk</a>
Social Media / Facebook	Local news, estate events, and alerts	Digital channel – as needed	Opportunity for constructive feedback via <a href="mailto:feedback@mansfield.gov.uk">feedback@mansfield.gov.uk</a>
Website	Share information, performance, and feedback to ensure transparency, and offer advice and support services	Digital channel available 24/7	Opportunity for constructive feedback via <a href="mailto:feedback@mansfield.gov.uk">feedback@mansfield.gov.uk</a>
Tenants Contact magazine	Share information on services, performance, and feedback to ensure transparency	Printed annually with copy to all tenants	Opportunity for constructive feedback via <a href="mailto:feedback@mansfield.gov.uk">feedback@mansfield.gov.uk</a>

# Communications

## Essential & Individual Communication

Channel	What it's Used For?	How Often / Availability?	Feedback Mechanism
<b>Letters</b>	Used for formal notices, contractual changes, servicing reminders, and formal responses	Print channel – as required	Opportunity for constructive feedback via <a href="mailto:feedback@mansfield.gov.uk">feedback@mansfield.gov.uk</a>
<b>SMS Text Messaging</b>	Used for appointment reminders and status updates	Digital channel – as needed	Opportunity to provide feedback via short survey
<b>Block Notice Boards</b>	Used for information specific to a block, such as fire safety notices	Print channel – as required	Opportunity for constructive feedback via <a href="mailto:feedback@mansfield.gov.uk">feedback@mansfield.gov.uk</a>
<b>Face-to-Face Visits / Telephone Calls</b>	Used for addressing tenancy-specific issues, welfare checks, and building individual relationships	Direct dialogue – as required	Opportunity for constructive feedback via <a href="mailto:feedback@mansfield.gov.uk">feedback@mansfield.gov.uk</a>

# Communications

## How we will respond to the feedback received

Who Provided the feedback?	Our Response Commitment	Who is Responsible?
<b>Individual tenant via portal, SMS, face-to-face, telephone, or letter</b>	You will receive a personal response detailing the action taken via your online account, or directly.	Service managers.
<b>Collective voices via bi-monthly email bulletin, social media, website, or magazine</b>	We will provide a collective response detailing the action taken via all "Making you aware" channels. (you said we did)	Performance and Insight Manager

# Opting in

To ensure our services are shaped by those who use them, we maintain a database of tenants who have expressed a specific interest in being consulted on future projects, policy changes, and service improvements.

By building a robust database of engaged tenants, we ensure that this strategy is not just a document, but a living conversation. The database allows us to reach beyond the 'usual voices' and gather a representative view of our entire tenant profile, making our services more inclusive and effective for everyone."

Joining this register allows you to choose how and when you want to be heard, ensuring that your expertise as a tenant directly impacts our decision-making.

## Why Join the Register? (The Benefits)

- **Direct Influence:** Have a seat at the table when we review policies that affect the services you receive.
- **Tailored Opportunities:** Instead of generic surveys, you will receive invitations to comment on topics you care about (e.g., repair standards, or anti-social behaviour (ASB)).
- **Closing the Loop:** Members of the register receive "You Said, We Did" reports, showing exactly how your feedback changed the outcome.
- **Flexible Commitment:** You choose the level of involvement, from quick 2-minute surveys to joining in-depth focus groups.

## How We Use Your Information

We value your privacy and your time. When you add your name to our consultation database:

1. **Purpose-Led Contact:** We only contact you for engagement and research purposes.
2. **Strategic Representation:** We use demographic data to ensure we are hearing from a diverse range of voices, including different age groups, backgrounds, and property types.
3. **Data Protection:** Your details are stored securely and will never be shared with third parties for marketing. You can opt-out or change your preferences at any time.

# "Chipping In"

We recognise that our tenants have busy lives.

Engagement shouldn't feel like a second job. To ensure we hear from as many people as possible, we offer flexible, bite-sized opportunities for you to contribute whenever and however you choose.

Whether it's a two-minute survey, a comment on a social media post, or dropping into a local meeting, every "chip-in" helps build a better service.

## Why "Chipping In" Matters (The Benefits)

- **Zero Pressure:** You contribute only when the topic is relevant to you or when you have the time. No long-term commitments are required.
- **Instant Impact:** Digital feedback and social media comments provide us with real-time data, allowing for faster responses to service issues.
- **Inclusive:** This model lowers the barrier to entry, ensuring that parents, workers, and those with busy schedules have an equal voice to those who have the time to attend formal meetings.



# "Chipping In"

This table shows the different ways you can “chip in” and the time commitment required.

Engagement Activity	What it's Used For?	How Often / Availability?	Your Voice (You Said)	Our response (Feedback Loop)
<b>Transactional surveys</b>	Gather immediate feedback after a service interaction, for example a repair	Digital / print channel  <b>Time commitment:</b> approximately 10 minutes	Opportunity to provide feedback about a specific, recent interaction	Personal response of the action taken where we have your contact details. Response to collective voices of action taken via all “Making you aware” channels (you said we did).
<b>Estate Walkabouts</b>	Joint staff and tenant inspections of estates and communal areas	Face to face channel  <b>Time commitment:</b> Approximately one hour as part of scheduled walkabouts	Opportunity to provide feedback and develop shared action plans for physical improvements, and monitoring their completion	Personal response of the action taken (where we have your contact details). Response to collective voices of action taken via all “Making you aware” channels (you said we did).
<b>Comments. Complaints and compliments</b>	Detailed logging of tenant experiences	Digital or written channel  <b>Time commitment:</b> varies	Opportunity to provide feedback on individual experiences and track learning actions	Personal response of the action taken. Response to collective voices of action taken via all “Making you aware” channels (you said we did).
<b>Annual Tenant perception survey</b>	A comprehensive survey to measure how well MDC is meeting the regulatory standards	Email / Telephone (sample of all tenants)  <b>Time commitment:</b> approximately 30 minutes once a year	Opportunity to provide feedback on overall satisfaction, trust, keeping you informed	Response to collective voices of action taken via all “Making you aware” channels (you said we did). Identify further requirements for deep dive sessions / scrutiny (collaborate)

# Collaborate/co- create

**While "chipping in" is great for quick feedback, Collaboration and Co-creation are about deeper involvement. This is where we work side-by-side with you to design services from the ground up, ensuring that the finished product truly meets your needs**

## **Collaborate: Working Together**

Collaboration means we bring a problem to you and ask: "How should we fix this together?"

What it looks like: Setting up a "Scrutiny Panel" to review repair performance or a "Focus Group" to help rewrite a Tenant Handbook. This approach means we share the responsibility with you for developing the solution.

## **Co-create: Designing from Scratch**

Co-creation is the gold standard of engagement. It means tenants are involved from the very first spark of an idea.

What it looks like: Tenants helping to design the new tenant engagement and influencing strategy or helping to design the layout and rules for a new community garden. This approach means you have equal authority to suggest, reject and build ideas alongside staff.

## **The Benefits of a Co-designed Future**

- **Meaningful Influence:** You aren't just commenting on a finished plan; you are holding the pen. This ensures the service works for your specific lifestyle and needs.
- **Skill development:** Collaborating on budgets, policies, or design projects provides valuable experience in leadership, negotiation, and strategic thinking.
- **Empowerment:** It builds a sense of ownership. When you help create a service or a space, you have a direct stake in its success.
- **Improved Trust:** Working transparently alongside you breaks down "us and them" barriers and builds a culture of mutual respect.
- **Service Innovation:** Tenants often bring fresh, practical perspectives that staff, who are "too close" to the process, might miss.

# Collaborate/co- create

This table shows the different opportunities we will make available to enable collaboration and co-creation to take place.

Engagement Activity	What it is used for	How often / availability	Your Voice (You said)	Our Response (feedback loop)
Tenant Scrutiny	In-depth scrutiny of performance and service quality by a group of tenants	Face to face channel <b>Time commitment:</b> approximately two hours once a month	Opportunity to scrutinise MDC services and performance and provide evidenced-based recommendations	Direct formal response by the Housing Executive Group to recommendations by the tenants scrutiny group. Response to recommendations shared via all “Making you aware” channels (you said, we did).
Service specific focus groups	Deep dive sessions on a particular service	Digital or face to face <b>Time commitment:</b> approximately two hours x three as part of any scheduled service review / response to feedback	Opportunity to make recommendations for service design and policy amendments	Response to collective voices of action taken via all “Making you aware” channels (you said we did)
Policy Review Group	Review of new and revised policies ensuring policies are “tenant proofed”	Digital channel <b>Time commitment:</b> approximately two hours per policy review (no more than four reviews per year)	Opportunity to provide recommendations on clarity, fairness and tenant impact.	Direct formal response to any recommendations put forward by the Policy review Group Response to recommendations shared via all “Making you aware” channels (you said, we did)
Co-design and partnership working group	Tenants and staff work as equals to develop new services and strategies	Face to face – as and when required <b>Time commitment:</b> Approximately two hours	Opportunity to co-author (work in partnership) service delivery models and strategies	Response to collective voices of action taken via all “Making you aware” channels (we said, we did)

# Leading

While "Collaboration" is about working together, Leading is about MDC stepping back and giving you the "keys" to the decision-making process. This is often described as Tenant-Led Governance.

At the Leading level, you are not just consulted or involved; you are the primary decision-makers. MDC provides the resources, legal framework, and professional advice, but the ultimate authority rests with you.

Opportunities for tenant-led initiatives within MDC include:

## The Tenant Assurance Panel

The Tenant Assurance Panel (TAP) is the formal, tenant led body responsible for reviewing and challenging MDC strategic performance, compliance with regulatory Consumer Standards and the effectiveness of all tenant engagement activities. Its core purpose is to provide the Housing Executive Group and governing body with independent assurance that MDC is acting in the best interests of its tenants.

Note: The TAP's remit covers the strategic oversight of MDC's landlord functions, not the resolution of individual tenancy or complaint issues.

The TAP is made up of approximately six tenants who meets on a quarterly basis and report directly to the Housing Executive Group. Members are recruited through an open process to ensure a diverse range of skills, experience and demographics that reflect MDC's tenant base.



# Leading

## Tenant Right to Manage

Since 1994, tenants of local authority housing have had the legal right to manage their housing services. By creating a Tenant Management Organisation (TMO) and following specific regulations, these tenants can take over tasks like repairs, caretaking, and rent collection from their landlord.

TMOs are well-established models that give the community more control and can lead to better service quality, more cost-effective management, and higher tenant satisfaction. The members of these organisations are unpaid volunteers dedicated to improving the quality of life in their communities by taking on these responsibilities.

The Right to Manage regulations outline a clear process for tenants who want to form a TMO and take over local services. They also ensure that service delivery and financial management are safeguarded for the tenants, the local authority, local taxpayers, and the Government.

MDC will provide support and guidance to any tenants wanting to exercise their right to manage via the setting up of a Tenant Management Organisation (TMO) For more information on setting up a TMO see MDC's website – Right to Manage.



# Insight

## Data-Driven Insight (Non-Vocalised)

Enabling you to have a Voice and listening to what you say is only half the battle. To be truly proactive, MDC must also listen to what the data is doing. Non-vocalised data allows us to "listen" through actions rather than words. By analysing patterns in how services are used, we can identify issues before they become complaints and support tenants who might otherwise slip through the cracks.

## Why It Is Critical for Our Strategy

### *Reaching the "silent majority"*

Many of you are happy, busy, or simply prefer not to engage through traditional channels. If we only rely on "vocal" feedback (complaints and surveys), our strategy becomes biased toward a small group. Non-vocalised data ensures the needs of every tenant are represented in our decision-making.

### *Identifying "hidden" needs*

Sometimes, you won't tell us you are struggling, but your behaviour will like missing a repairs appointment or not paying your rent on time.

### *Proactive Service Improvement*

Performance data (KPIs) acts as an early warning system. If data shows that repair times are slipping, we don't need to wait for you to complain; we can intervene immediately. This shifts our culture from reactive (fixing things when told) to predictive (fixing things because the data shows a trend).

We will use the Three Pillars of Insight to gather non vocalised data.

Pillar	How it Works	Strategic Benefit
<b>Performance Data (KPIs)</b>	Tracking hard metrics like safety compliance and "right first time" repairs.	Ensures a baseline of safety and quality is met without tenants having to "police" us.
<b>Behavioral Insight</b>	Analysing how tenants interact with MDC	Helps us design better user experiences and predict future demand for services.
<b>Insight Integration</b>	Our Performance & Insight Manager connects these dots into a single "vocal + non-vocal" view.	Prevents "siloes" thinking and ensures that data leads to actual service changes.

# Measuring Success

**Measurement is our commitment to transparency. We don't just want to engage; we want to engage effectively. By tracking our progress, we ensure that every tenant's voice has the power to drive meaningful change.**

## Why Measuring Success is Important

### 1. Accountability and Trust

When you see that your engagement leads to measurable change, trust grows.

### 2. Regulatory Compliance

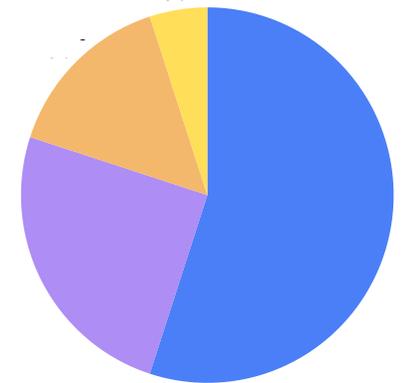
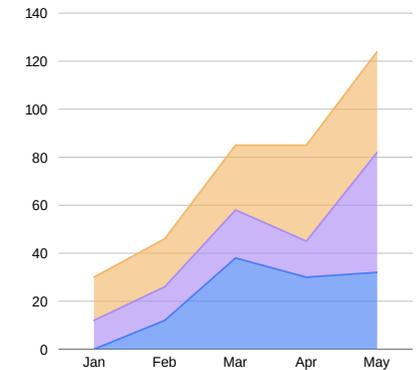
Housing regulators increasingly require proof that tenants are being heard and that their influence is shaping services. A robust measurement framework provides the "paper trail" needed to demonstrate compliance with national standards.

### 3. Value for Money

Engagement costs time and money. By measuring outcomes, we can ensure we are using resources effectively - focusing on the channels that you actually use and the types of consultation that yield the best results.

### 4. Continuous Improvement

Data allows us to be honest about where we are failing. If a particular engagement channel has low turnout or poor feedback, measurement gives us the insight to fix it, rather than continuing with a "we've always done it this way" mindset.



# Measuring Success

To ensure we are "walking side by side," we will track the following measures:

Outcomes and Impact Key performance Indictators			
KPI Category	KPI	Measurement focus	Source
<b>Service Improvement</b>	% of service changes implemented directly resulting from tenant scrutiny, feedback or consultation	Demonstrates that tenant input leads to concrete, measurable changes in operations or service delivery	You said, we did tracker
	Improvements in TSM for services directly influenced by engagement activities e.g. repairs satisfaction, ASB case handling	Measures if changes implemented based on tenant feedback actually improved the tenant experience	Annual tenant Perception survey (TSM)
	Reduction in service specific complaints in areas where tenants have influenced policy and service delivery	Measures the changes implemented based on tenant feedback actually improved the tenant experience	Complaints analysis
<b>Policy and Strategy</b>	% of new / revised policies that explicitly cite or incorporate tenant consultation recommendations	Proves tenant views are formally considered and integrated into high level decision making	You said, we did tracker
<b>Trust and accountability</b>	Tenant perception score of being listened to and acting on feedback (TSM)	Measures the tenants subjective feeling that their voice matters, which is critical for continued engagement	Annual tenant Perception survey (TSM)
<b>Participation and process (the how well)</b>			
<b>Reach and diversity</b>	% of demographic groups represented in formal engagement e.g. age, ethnicity	Ensures engagement is inclusive and not dominated by a single group or view point	Tenant profiling information / profiling information of engaged tenants
	Number of tenants participating in a given period (e.g. surveys, formal group, focus groups)	Measures the sheer volume and scale of the engagement effort	You said we did tracker
<b>Quality of engagement</b>	Tenant reported score for clarity of communication	Assess how well we are explaining the why and the what next of involvement	Pulse survey
	Time taken to report back on outcomes	Assess how we are delivering against the communications charter.	QL / you said we did tracker
	% attendance rate at formal tenant assurance / scrutiny panel meetings	Indicates the commitment and value participants place on involvement structure	Attendance list / full membership
<b>Efficiency and support</b>	Training hours provided per tenant volunteers on relevant topics.	Measures the investment in building the capacity and confidence of tenants to influence effectively.	Training plan
	Number of formal TAP assurance statements presented to the Executive and % of those that resulted in Executive resolution or policy change	Measures the effectiveness of the Governance structure in challenging assurance activity	Executive Report

# Monitoring and Review



The Tenant Assurance Panel (TAP) will review MDC's overall tenant Involvement and Influencing Strategy, including its reach, inclusivity, and the measurable impact of tenant input on decisions, policies and service delivery using the measures outlined in this strategy.

The TAP will submit a Formal Assurance Statement or report to the Housing Executive Group / Cabinet at least annually on the delivery, outcome and impact of MDC's tenant engagement and influencing activities and make recommendations for any improvements.