

Trivallis.

Tenant services strategy.



www.trivallis.co.uk

Introduction

This strategy sets out the big changes we are going to make over the next few years to improve our core services to tenants. By improving our services, we want to have closer and more positive relationships with tenants.

This strategy shows how we'll turn our goals from the 2024-29 Strategic Framework (Building Brighter Futures) into real actions.

In the Strategic Framework we set out our main purpose which is:

To improve the wellbeing of communities and the people who live within them so that they can thrive.

We are more than just a landlord. Our relationships with tenants and the quality of our housing services play a big part in the wellbeing of communities.

Getting the basics right

This strategy focuses on big changes. But whilst we are making these changes, we mustn't lose sight of the basics.

- Providing high quality housing services to tenants and delivering what we promise.
- Making sure that we treat our tenants with kindness and respect, and that they treat us the same way, so we can be honest with each other.
- Making sure we do our jobs well for our tenants, but also making sure tenants meet their responsibilities to us and the community, as stated in their contracts.
- Providing services in a way which is fair to everyone, respects diversity, and makes sure everyone gets an outcome that meets their individual needs.

Strategy development

This strategy and our other strategies are based on ideas and feedback from everyone within Team Trivallis. We've listened to involved tenants, staff, senior leaders, and the Board. We have looked for and used the most up-to-date and successful practices in the housing sector.



Culture change

To deliver this strategy we need to completely change the way we think about things and how we do them.

Currently, many decisions and actions are controlled by strict rules and procedures, leaving little room for flexibility or input from tenants or staff. We want to change this by working together with everyone involved, focusing on achieving positive results, and building on people's strengths and abilities rather than just fixing problems. We know lots of tenants have been through difficult situations which sometimes affect the way they think and act, but we want to focus on what is strong, not what is wrong, with a person or household. To help us do this, all our staff will be trained on collaborative communication (listening to tenants and colleagues to understand the outcomes they want) so we all have the right skills for this new approach.

Changing how we think and act will have an impact on all of us; staff, leaders, the Board and involved tenants. As staff, we need to work better together every day, listen and talk to each other differently, be open to learning new methods, and let go of old ways of doing things. We will also use new computer systems to help make these changes easier.



What we will do

Our new approach has nine elements. These elements are meant to make sure we live up to our values of being kind, inclusive, progressive and trustworthy. We also want to fully embrace Equity, Diversity, and Inclusion, so our services can better meet the individual circumstances of all our tenants.

1.

Resourcing

We will make our patch sizes smaller so that community housing officers can work with a smaller group of tenants and get to know them better. Since they won't be covering such a wide area, they'll be seen on their patch more often. They will have more time for the basic housing management tasks such as supporting new tenants to settle into their homes and community, to introduce tenants to other services if they need support, or to have an early conversation with them if they aren't meeting their responsibilities to us or their neighbours. With more time to support individual tenants, we'll be able to give them a more personal service.

- We will reorganise Neighbourhood Services, rename Neighbourhood Managers as Community Housing Officers, and focus on smaller areas to build closer tenant relationships. The programme will empower staff to prevent problems, focus on individual circumstances, and build trust with tenants.



2.

Area based teams

We will organise all the teams we can to work on an area basis (either three or six areas). Colleagues from different teams who cover the same areas, will meet regularly to discuss, and fix problems that tenants and communities are having.

3.

Key workers and collaboration

Community housing officers and sheltered housing coordinators will be the key workers for all our tenants. They will pull together and oversee all the other services that we provide to the tenants in their patch where necessary. All other services will keep the housing officers up to date with the work they are doing with tenants, so the housing officer has a complete picture of our relationship with the tenant. Our computer systems will help us work in this way.

Most of our interactions with tenants are straightforward and managed by our Customer Services Team. Other services need to quickly respond to requests from Customer Services and help solve issues as soon as possible.

- Community Housing, Customer Service, Sheltered Housing Coordinators, and Support teams will lead this change and hold other services accountable.
- We will explore using Artificial Intelligence to streamline simple processes, freeing up time for building relationships.

4.

A single Trivallis team

We want tenants to see us as a single team, not disjointed services where things often get lost between teams and problems don't get fixed. If we join up services, they will improve, and this will make us more trustworthy.

To do this well, we will build a Staff Portal so that staff can see what other teams are doing for a tenant. It will also improve the handover of jobs between teams and make sure people are clear about who is responsible for getting something resolved.

- Our leadership team will focus on teamwork, smoother systems, and building a culture aligned with our community values.
- We will launch a culture change program with staff and tenants to ensure all teams work together as one. The programme will empower staff to prevent problems, focus on individual circumstances, and build trust with tenants.
- We will create a Workforce and Culture Plan with training on customer relations, community connections, and effective use of our Dynamics system, learning from our experiences and others in the field.

5.

Collaborating with partners

Community housing officers will get to know other partners, services and people who can support the tenants on their patch. If tenants need this local support, housing officers will be able to quickly connect them to the right service.

- We will partner with public services and community groups to connect tenants with available services and align with the team around the family approach.
- We will collaborate with local schools and GP practices to address housing-related issues affecting tenants and their households.
- We will seek partnerships with health services and funding for basic mental wellbeing interventions to prevent serious issues.

6.

Stepping in early

If tenants aren't following their responsibilities to us or their neighbours, our community housing officers will step in early. With their new skills in listening and working together, they should quickly solve problems before they get worse.



7.

Strong beginnings

Community housing officers will work particularly closely with people at the start of their tenancies, making sure they settle into their new home and get connected with the community. This will help them become responsible tenants and good neighbours who can keep their home long-term.

- We will investigate the feasibility of offering furnished tenancies to support new households with limited funds

8.

Making every contact count

Any contact between our staff and a tenant is an opportunity to strengthen our relationship with them. Staff should be able to update tenants on any issues we are dealing with, by finding information on our Staff Portal. They will also need to alert us to any new issues for a tenant or their home, whether it's part of their job or not. We will introduce a simpler method of reporting for staff.

- We will update our systems to improve tenant interactions, case management, remote reporting, and service information access, and ensure it generates necessary reports.
- We will adopt easy-to-use wellbeing measurement methods from public services to track tenant wellbeing and demonstrate the effectiveness of our work.

9.

Team around the tenant

If our relationship with a tenant is complicated or there are repeated issues, we will use a structured case management process called *team around the tenant*. Staff from relevant teams will meet to ensure we can identify the best way in which we, the community or other agencies can work with the tenant to resolve the issues. As we improve this approach, we will connect with partners who are already working with the household or can offer helpful support.

- We will explore an intensive, personalised housing management approach for tenants needing extra support and assess if costs can be covered by service charges.
- We will consider employing community caretakers to enhance the team around the tenant model.

What we expect to see

This is a big change, and it may take a while to make a difference, but we want to see some important outcomes.



Culture change

Our strategies will only be successful if people think and behave differently. There are many ways we can measure this, but one important way is to see how tenants, community partners and staff feel about the change. The Board, senior leaders, and the Tenant Action Panel will work together to create a clear method for checking if the culture changes are happening and what impact they are having.

Tenant satisfaction

As we change our approach, we should see an improvement in our tenant satisfaction across different areas. We are checking tenant satisfaction all the time, not just once a year, and more than 500 tenants have volunteered to give us regular feedback through online surveys. We need to increase this number so we have volunteers in each community and can test how much progress we are making and if things are going well.

Staff satisfaction

In the short term, staff might feel less satisfied as change often worries people. But once people are used to the changes, we expect to see staff satisfaction improve. We conduct a major staff survey every year or so, but we can also do smaller surveys to check how staff feel. We hope to see:

- Increased staff satisfaction once we introduce the new ways of working
- Improved colleague health and wellbeing
- Colleagues reporting improved collaboration with other teams
- Key workers reporting that they feel supported by other teams



Operational performance

Once we have introduced the change, we expect many things to improve, such as:

- Fewer anti-social behaviour cases
- Fewer problems with overgrown and cluttered gardens
- Reduced costs of clearing of voids
- Less problems with gaining access for property works



How we'll keep track of progress

We will develop new measures for reporting to Board so they can check on our progress.

How much will this cost?

We have put aside money in the 2024-25 budget to pay for things such as the training programmes needed to support changes to how we think and behave. Once we have approved this strategy, we will make the structural changes to deliver smaller patches within Neighbourhood Services.

As we plan future budgets, we may want to move money to pay for the implementation of this strategy if funds are available, but we do not think there will be a big future funding requirement.



Risks and challenges

- Whilst we hope that all staff will welcome and support the changes set out in our strategies, change can cause worry. Changing the organisation can be stressful for some people.
- Changing how we think and behave is a big piece of work which will take a long time. It needs work by leaders and there is a risk we do not give enough time to make it a success, or the normal way of working.
- It will take time to see a difference. While we need to make changes quickly, the results will take longer. The Board, involved tenants, and senior leaders will need to stick with it and show confidence and consistency.
- We can help households and communities do well, but there are many factors we can't control which might have the opposite effect. Issues like the cost-of-living crisis and problems with the benefits system are big factors. So, even with our efforts, individual wellbeing might not get better.

Conclusion

This strategy shows how we will make our goals from the 2024–29 Strategic Framework (Building Brighter Futures) happen. We want to improve the wellbeing of our tenants and help them thrive in their communities. We will work with the strengths of our tenants, our teams, and our local partners.

By better connecting with tenants and communities, listening to them, working more efficiently, and focusing on strengths, we aim to make a bigger positive impact.

Our work will be based on fairness, diversity, and inclusion, and our values of kindness, trust, progress, and inclusiveness. Following these values, we will help households and communities take control and create a brighter, more connected future for everyone.

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For further information please contact us on:

 **03000 030 888**

 **customerservices@trivallis.co.uk**

Ty Pennant
Mill Street
Pontypridd
CF37 2SW

Feel free to drop by during our office hours:
Monday to Friday: 9:00 am – 3:00 pm.