

New Gorbals Housing Association Tenant Participation and Engagement Strategy 2026-2029

What got you here won't get you there*
Progress and plans for 2026-2029

This document is an update on our 2024-2025 Strategy and introduces our action plan for 2026-2029.

*Taken from quote from author Marshall Goldsmith

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New Gorbals Housing Association (NGHA) is generally referred to as “we” throughout this document. Tenants is used to represent “tenants and other customers”.

Section 1

Introduction and update

1.1 Welcome to our 3-year Strategy. For background, we introduced a new one-year Tenant Participation and Engagement Strategy and Action Plan in October 2024 and launched it at our tenant conference that year. Progress was monitored and reviewed by our Tenants' Panel at their meetings in June 2025 and December 2025. Following tenant and staff feedback and the experience of putting those actions into place, we have now developed our next 3-year strategy to take us through 2026 to 2029.

1.2 We believe our strategy and action plan should be flexible and dynamic, therefore the action plan will continue to be monitored six-monthly by our Tenants' Panel and subject to change and improvement as required.

1.3 The original [2024-2025 Strategy](#) with details of its development and consultation process is available on our website at www.newgorbalsha.org.uk. A summary report of the progress of the main actions from the one-year Strategy can be found as Appendix I to this document. Additional summary reports of the work and impact of all our tenants and residents' groups through to December 2025 are also available on our website. For paper copies please get in touch.

1.4 In the first strategy work was led by tenants who said "*bring it to us and we will participate*". We did this by holding over 80 meetings for tenants and residents. We listened, took action and responded to over 400 issues raised at these meeting. But we know that:

What got you here won't get you there. Things are always changing.

Expectations have changed. Priorities have changed. We acknowledge that tenants are now questioning more and expect greater personalisation. For example, in response, our rent proposal this year provided a personalised forecast of the impact of a rent increase to each tenant, at the recommendation of our tenants' panel.

Section 2

What we did

2.1 In 2024-2025, we worked through the actions from the 6 priorities within our action plan, which set out our goals to:

- improve communication,
- influence decision making,
- build confidence,
- increase involvement,
- promote feeling valued,
- reflect and improve.

The completed action plan as at December 2025 is available on request.

2.2 Some examples of progress achieved are:

- We contacted every tenant through our rent proposal survey to promote tenant participation and to find out if they would like more information on getting involved. This year we received 59 new responses from tenants.
- We contacted all new tenants within 6 weeks of moving in specifically to introduce tenant participation and to make sure tenants know how they can be involved.
- We completed an annual evaluation for each group in December and made changes based on feedback. Feedback was positive, but we know meetings can feel rushed if there is lots to discuss and people would like more focus if there is a “hot topic”. We also continue to hold evening, daytime and online meetings as requested by tenants.
- We offered Getting Started computer classes in partnership with Glasgow Life, as we know some tenants would still like help to get online and use email as the world become increasingly digital by default.
- We had a tenant-written article in each Newsletter.
- We produced a new quarterly Key Highlights report from the tenants’ groups with the main issues raised, so everyone knows what is being discussed.
- We introduced a new Groups Collective, with tenant representatives from all the groups. This is chaired by a tenant.
- We updated our Customer Service Standards with our staff and tenant working group and we will have a new Customer Service Charter on display in reception, so tenants know what to expect from us.
- We contacted all our mid-market tenants to make sure they also know how to get involved.
- We started the New Gorbals Scrutiny Group who meet monthly with independent support from TIS (Tenant Information Service). They have just finished a review of the close cleaning process and service.
- We increased our information sharing through our Your Views list which now has over 500 people on it who we can contact for feedback on a range of issues and who receive a monthly bulletin.
- We joined Bield Housing’s Rainbow Network to offer an online space for LGBT+ tenants.

Section 3

What we learned

3.1 One of our priorities was time to reflect. This was built into fortnightly tenant participation catch up meetings with housing and maintenance to review actions but also to share ideas on what is working and what we could do better or differently.

Examples include:

- more community empowerment support, for example campaign work for Riverside,
- more training to increase autonomy on how to work as a group, legal context for allocations, what agency is responsible for what area, how to contact your elected representatives, we need to know our demographic better, in order to identify gaps and improve,
- meetings with large numbers are not effective for influencing policy and decision-making. Sometimes people just want to have their say, and this is okay. We have other routes for more formal influence.
- Continue to look at different ways to be involved,
- attendance numbers lessen as issues are resolved but we continue to respond when additional or special meetings are needed,
- hot topics (for example demolition work at Caledonia Road) need extra resources and information,
- we should offer ways for wider tenant impact to influence the national picture too.

3.2 From the evaluations of our meetings, we know that they do make a difference, not only in practical terms of service improvement but also in terms of personal wellbeing and quality of life. Our tenants say:

“I enjoy the company and knowing that tenants’ voices are listened to. Also, that we make an impact on helping the Housing Association.”

“I enjoy the company and finding out what is going on.”

“Being able to sort out domestic problems has a tremendously positive knock-on effect on my health.”

“I enjoy diverse opinions, the structure which encourages involvement and suggesting solutions to relevant issues.”

3.3 Working in partnership is crucial. We are supported by housing and maintenance teams at all our meetings. Tenants’ say: *“continue to have staff come along to our meetings so they can see there are tenants out there wanting to do the best for their community”*.

Section 4

Our challenges

4.1 We know that tenants lead busy lives and don’t always want to get involved. Attendance at meetings can vary, and people can sometimes be territorial. While there is still a strong sense of community, we recognise that the environment is changing. This is made worse by the lack of affordable housing and the high cost of living. We also cannot ignore politics, which at a national and local level can

sometimes feel divisive or hostile to particular groups of people, and we must continue to ask whether we are as welcoming and inclusive as we want to be.

4.2 We continue to challenge and be welcoming. We have group guidelines and standards which were developed and agreed by the groups themselves, to ensure everyone feels comfortable and welcomed. But we need more understanding of cultural differences. We see that our family events like the Gorbals Fair are diverse, but our residents' meetings are not. How can we change this and be confident in our approach? We have worked with some agencies, who say that maybe we can't. It is a two-way process, and some cultures may not get involved. To help with this, we would like to do a tenant profiling exercise as part of Strategy monitoring to find out who is not going to read our invitation and why not?

4.3 We continue to promote cultural awareness and sensitivity. We arranged Happy to Translate training for staff and we held a Hate Crime awareness session for all staff, so that this remains central to their work. However, we need champions for these initiatives in the office and in the community.

4.4 We reintroduced our Customer Services Standards and a Charter for prominent display in the reception area to keep our welcoming and inclusive values at the forefront of everything we do.

4.5 There is a lot happening throughout the Gorbals and lots of opportunities to get involved, but some tenants still say they are not being informed. Is this because there is no easy way to do this given the numbers involved. We will keep trying to get the word out. Noticeboards were put up in closes in 2025 and we will use these to continue to raise awareness.

Section 5

Our goals for tenant participation and engagement

1. Continue to raise awareness of the benefits of tenant participation and the opportunities to be part of something.
2. Increase number and diversity of people involved.
3. Evidence the impact tenant participation has made on our services.
4. Embed tenant participation into all that we do until it becomes usual practice.
5. Look at wider for opportunities for the people of the Gorbals to influence the national picture.

Section 6

Action Plan 2026-2029

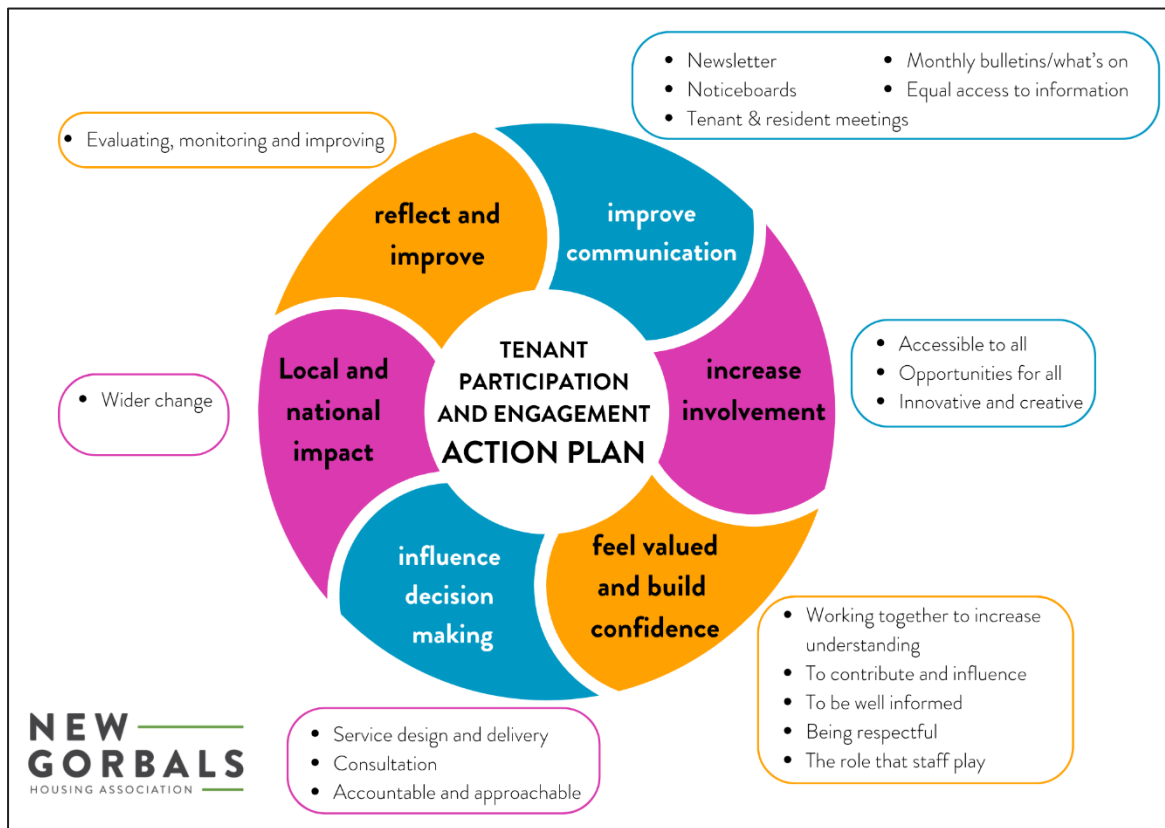
6.1 We found that having a detailed Action Plan which monitors how we implement our Strategy was crucial. This Action Plan continues to be overseen by our Tenants' Panel. Actions for 2026-2029 include:

- look at the role of Artificial Intelligence for tenants' meetings and for actions from our Strategy, example of creating easier to understand policy documents to have these more widely available,
- promote LGBT+ network to our tenants and highlight this at our 2026 tenant conference,
- add a visible support statement for historically discriminated groups in our policies,
- offer wider, national opportunities to influence policy to our tenants,
- gather the right data for data-driven analysis: how do we know who is under-represented,
- update our website with a "You said, we did section" to show the impact of tenant participation,
- establish a process to collect issues from all staff teams including reception,
- look at test and learn pilots for new initiatives and use our Your Views list better for this work,
- look at other ways to contribute as not everyone wants to speak to their landlord, for example an Independent Forum, or the Group Collective could fulfil this role.

The full Action Plan for 2026-2027 is available on request.

6.2 We also have a graphic representation of the priorities of the Action Plan which works well as a visual aid for our goals. This has been updated for 2026-2029 to:

- combine feeling valued with building confidence,
- add a new segment on wider action to focus on environment and culture.



Section 7 Gorbals residents and the wider community

7.1 As a community-based Housing Association we are also committed to making sure that our mid-market tenants, factored owners, other residents and the wider community of the Gorbals have opportunities to engage and participate.

7.2 We appreciate that their experience and knowledge can help shape our housing policies, conditions, standards and services. All residents are encouraged to join our Your Views list and to come along to Tenant and Resident Groups.

7.3 Our Tenant Participation Officer sits in the Communities Team, working alongside the Community Engagement Worker and Community Budgeting Officer and managed by the Community Co-ordinator. Every opportunity is taken to look at shared benefits for tenants and the community to work together. Positive examples include the Easter event, Gorbals Fair, Tenant Conference.

Section 8

Further information on this Strategy

All staff are committed to tenant participation however the following staff have lead roles: Tenant Participation Officer, Community Co-ordinator, Head of Housing, Head of Maintenance, Housing Operations Managers, Director, and Communications Officer. The first point of contact is the Tenant Participation Officer.

Section 9

How can I be involved?

Please get involved in any way you can. We would love to hear from you. Contact our Tenant Participation Officer, Susan Burn, on 0141 429 3900, phone or text 07971 819780, email susan@newgorblasha.org.uk or drop by the office at 200 Crown Street, G5 9AY.

Section 10

Thank you

Thank you to our tenants, residents, staff, volunteers and management committee for continuing to shape and support our Strategy.

Appendix I

Actions from 2024-2025

Progress on main actions from Tenant Participation Strategy, December 2025

| | Action | Progress | Status |
|-----|--|--|-----------------|
| 1. | Meeting checklist | In place | In place |
| 2. | Impact assessment | Annually | In place |
| 3. | Tenant involvement in newsletter | Tenant article in each newsletter | In place |
| 4. | Don't forget individuals | Referral sheet/Your Views | In place |
| 5. | Noticeboards in closes | Maintenance carrying this out | In place |
| 6. | What's on in the Gorbals | To be finalised | Underway |
| 7. | Network breakfast open to all | Currently for partner agencies only | Not implemented |
| 8. | Equality guidelines apply | Check with Governance | Done |
| 9. | Easier to understand policy versions | Trial and check with Comms Officer | Underway |
| 10. | Value for money strategy | Check with Head of Housing | 2026 |
| 11. | Route into Management Committee | Check with Head of Governance | In place |
| 12. | Rent consultation process revamp | Completed for this year | Underway |
| 13. | Easier to understand information sheets | Estates responsibilities/power and water outage – newsletter packed with relevant info | In place |
| 14. | Tenant checked documents | Check with Head of Housing and Comms –, examples of Customer Services, Performance | In place |
| 15. | Group standards, ToR, development needs | Standards in place | In place |
| 16. | Customer Service Standards | Completed | In place |
| 17. | Key Highlights from meetings | Quarterly and published on website | In place |
| 18. | Joint training | As part of scrutiny work | In discussion |
| 19. | Planned work schedules available - maintenance | Raised at business planning day – Head of Maintenance providing graph for Tenants' Panel | Provided |

Appendix II

Actions for 2026-2029

Summary of main additional actions

| | Action | Progress | Status |
|-----|---|----------|--------|
| 1. | Support for community empowerment, for example at Riverside | | |
| 2. | Training/support for groups | | |
| 3. | Different ways of engaging | | |
| 4. | Opportunities for national/wider engagement for tenants | | |
| 5. | Know the profile of our tenants and gather the right data | | |
| 6. | Community and staff “champions” for Happy to Translate and for Hate Crime awareness | | |
| 7. | Process for updating noticeboards in closes every month | | |
| 8. | Role of AI | | |
| 9. | Promote LGBT+ support network | | |
| 10. | Add visible support statement for discriminated groups on policies | | |
| 11. | Update website with a “You Said, We Did” section | | |
| 12. | Collect issues from staff | | |
| 13. | Test and learn pilots using Your Views list | | |
| 14. | Look at independent forum/Groups Collective takes on this role | | |
| 15. | Access to computer classes | | |
| 16. | Link from Tenant Portal to events page | | |
| 17. | Advertise estate walkabouts | | |
| 18. | Look at CX-feedback tool | | |