



Adullam Homes Housing Association Limited

Coproduction, Involvement & Engagement Strategy 2025 – 2028

****For the purposes of the strategy document, persons accessing Adullam services will be referred to as tenants, residents and service users (TRS), reflecting the outcome of a terminology survey carried out as a Coproduction Week exercise.**

Foreward

Embedding a culture of coproduction is a strategic priority for Adullam.

Coproduction, involvement and engagement are central to the success of Adullam Homes and our work to help people gain the confidence, knowledge and skills to live independently.

We celebrate and welcome the contribution people with lived experience bring to all areas of the Association. We recognise that the people we work with are experts in what is needed.

By encouraging individuals to recognise and develop their own skills and abilities, we can support them to make positive changes in their own lives, and work with us to provide the best possible quality of service for everyone.

Much has been achieved since the launch of our Coproduction, Involvement and Engagement Strategy 2022 – 2025, but we recognise there is more to do. Coproduction takes time and we are on a journey.

This refreshed strategy, covering the period 2025 – 2028, sets out what we need to do to continue towards coproduction across the Association. It is key to how we will work with our people to change and improve our

services.

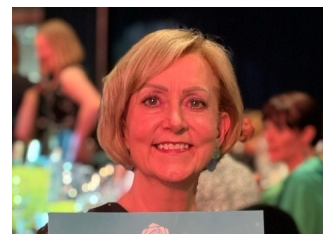
We will aim to create as many opportunities as possible to build peoples' confidence to be involved, and to support staff in their understanding and appreciation of coproduction, so that it becomes part of our everyday culture.

We look forward to seeing the work progress and the achievement of many more positive outcomes through coproduction, involvement and engagement.



Alison Sargent
Derrick Dunkley

Chief Executive Officer
Chair of the Board



Vision and strategy

1. Adullam's vision for Coproduction, Involvement & Engagement

1.1. In achieving our mission of "Restoring hope and dignity through quality housing and support" we want to ensure that our tenants, residents and service users (TRS) are empowered to live independent and fulfilling lives and that we are led by our values of integrity and fairness, striving for excellence, and valuing the individual.

We want to promote and make available a wide range of options to involve, engage, and coproduce, supporting a move away from a culture of co-dependency that does

little to empower people. We want to better recognise the benefits of working together by supporting the development of strengths, expertise and assets across the Association through the delivery of our agreed strategy to do so.

1.2 We are committed to embedding the strategy in our Business Plan and to measuring its success

2. Why do we need this strategy

The strategy is key to ensuring we achieve our aim of “unlocking potential: transforming lives”. We recognise that embracing coproduction, involvement and engagement is central to the future success of the Association and the suitability of services we provide.

In England, we are regulated by the Regulator of Social Housing (RSH). The RSH is a Government body that sets specific standards that all registered providers including Adullam have to meet. Embedding the principles of coproduction, involvement and engagement throughout Adullam will help us to meet the required consumer standards and future consumer measurables of our performance across all aspects of work.

2025-26 will be another significant year for the Regulation of Social Housing, with several key governance issues. In April 2024, a set of four consumer standards came into effect to deliver a “well-governed social housing sector” which provides quality homes and services for tenants.

The Coproduction, Involvement, and Engagement Strategy 2025-28 and Action Plan 2025 – 26 are significantly influenced by these consumer standards.

Coproduction directly aligns with the Housing Regulator's consumer standards. The standards aim to ensure residents have a say in their homes and services, which is the core of coproduction. By actively involving residents in decision-making, coproduction helps social landlords meet the regulator's requirements for resident engagement, ensuring their needs are met and services are tailored to their preferences.

The **Transparency, Influence, and Accountability Standard** requires landlords to be transparent with tenants, treat them fairly and respectfully so they can access services. Tenants must be able to voice concerns where necessary, influence decisions, and hold the landlord accountable.

The **Transparency, Influence, and Accountability Standard** also requires all registered landlords to generate and report Tenant Satisfaction Measures (TSMs) on an annual basis, including 12 measures that must be generated from tenant surveys. TSMs are intended to be a valuable tool to allow tenants to scrutinise their landlord's performance, giving insights to landlords on where they might look to improve their services.

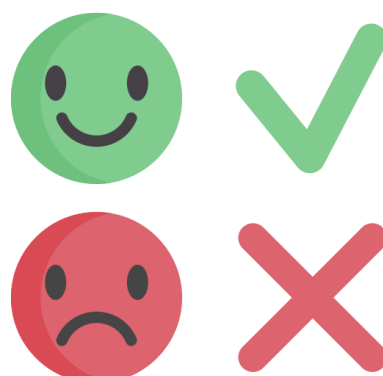
The **Safety and Quality Standard** has required outcomes for stock quality, decent homes, health and safety, repairs, maintenance and planned improvements; the **Neighbourhood and Community Standard** has required outcomes for safety of shared spaces, local cooperation, anti-social behaviour and hate incidents, and domestic abuse; the **Tenancy Standard** has required outcomes for allocations and lettings, tenancy sustainment and evictions, tenure and mutual exchange.

Two new consumer standards will be introduced in 2025-26, addressing issues arising from the Grenfell Inquiry:

Competence and Conduct* - Conduct of all housing management staff to be regulated by RSH and senior staff required to have relevant housing qualifications to practice. This new approach to learning and development will require staff to have relevant skills, knowledge and experience of tenant engagement.

Social tenants' access to information requirements (STAIRs)* - Tenants of RPs to be given access to information held by landlords, equivalent to that enjoyed by LA tenants through the ‘freedom of information’ framework. This will allow tenants to request information about the performance and compliance of their landlord. Adullam will be required to publish the information it will make available and make tenants aware so that they can easily identify and access this information.

Linked to this, the introduction of **Awaab's Law** in 2025-26 will give tenants the right to have certain repairs (linked to health and safety) carried out within prescribed time limits. This has a strong correlation with tenant satisfaction and will require a review of our overall **complaints handling process**.



3. What is Coproduction? What is Involvement? What is Engagement?

3.1 Engagement is generally at a superficial level and wide-reaching, so, for example, tenants, residents or service users are informed, raising basic awareness of an issue, often local, reflecting a response to specific areas to consult. Activities and applying the asset-based approach to engage are well resourced and are where the most fun ways to engage are achieved.

3.2 Involvement tends to be more in-depth and focussed on the tenants, resident or service users directly affected by, or with a direct interest in, a specific issue, service offer, or change. This could be through dedicated consultation or applying basic coproduction principles.

3.3 Coproduction is a concept that involves people who use Adullam services acting together, deciding together, and working together from the start to the end of any project or decision that affects them. It is important to recognise that coproduction is something more than the traditional approaches we have used to involve and empower our tenants, residents and service users in the past, and by taking this approach we aim to create more of an equal partnership with our tenants, residents and service users. Through coproduction we seek to put emphasis and true value on “lived experience”.

Adullam will ensure that we use all of these opportunities in the way our Association is run through our governance structures and audit commitment.

3.4 The Social Care Institute for Excellence (SCIE) identifies four key principles, and we are keen that these principles underpin this strategy. These principles are:

Equality: No one group or individual is more important than anyone else; everyone has assets to bring to the process. This principle does not just apply to people using our services but applies to the assets that staff, managers, volunteers and other professionals bring to the process.

Diversity: the range of people involved should be diverse and we will be proactive about including a wide range of tenants, residents and service users in any coproduction, involvement or engagement activity.

Accessibility: we will ensure that everyone has an equal opportunity to participate fully in the way that suits them best. We recognise that not everyone wants to get involved in all coproduction, involvement or engagement activities and sometimes just taking a lead in developing the content of their own support plan is enough.

Reciprocity: we value the time of our TRS and will ensure that people receive something back for putting something in. This might be providing training, helping someone to develop new skills or meeting expenses.

4. Where are we now?

4.1 Adullam’s Coproduction, Involvement and Engagement Strategy 2022 -2025 and the associated action plan, which highlighted the importance of how TRS engage with Adullam activities and services, delivered many important achievements.

4.2 A Tenant Scrutiny Panel (TSP) was established with eight members. They were given digital tablets and received relevant skills and empowerment training.

4.3 Terms of reference were agreed and a governance structure established to ensure effective direction and accountability.

4.4 Pets Policy, and Drugs and Alcohol Policy were reviewed and kitemarked. Work is ongoing on the ASB Policy following a presentation to the TSP by an external consultant.

4.5 Tenant Satisfaction Measures (TSM) survey was completed April 2024, with a 28% response rate.



4.6 TSM survey run in February/March 2025 saw a much better return rate - 42%. The survey saw increased levels of satisfaction in every measure and specifically a 12% increase in listens to views, 8% in keeps informed, and 8% treated with respect (86.64% total). Adullam believes CIE work completed helped influence these.

4.7 A Coproduction Week run Association-wide in March 2025 saw local and national offers agreed a range of discussions including about rent-setting.

4.8 Innovation and Excellence Award events were delivered for the first time with extensive coproduction including with partner organisations and other stakeholders included.

4.9 Adullam Homes is part of the Regulators pilot TSM scheme which has proved very useful. A debrief exercise took place in October 2024 to review the approach to the TSM survey and compliance work for 2025.

4.10 Financial support has been made available through the welfare and engagement fund across the Association; £50 vouchers were given at Christmas as a thank you for involvement.

4.11 Work has already begun to integrate the new Social Tenant Access to Information Requirements (STAIR) Consumer Standard for 2025/2026 and to incorporate this within operational areas. Although not yet set in stone, the specific expectations have been taken from the sub elements/requirements stated in the gov.uk website so maybe subject to change.

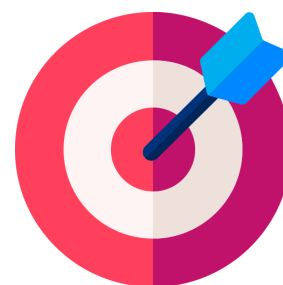
4.12 Work began in April 2024 on the completion of a Self-Assessment against the Consumer Standards, including those into which coproduction, involvement and engagement feed. The goal was to facilitate a structured approach to evaluating, evidencing and improving adherence to these standards, and compliment organisation management and reporting arrangements, assurance frameworks and improvement plans set out elsewhere.

4.13 The action planner comprises individual sheets for each of the standards to present evidence, evaluate compliance, outline our explanation and identify responsible owners plus any key actions that are needed. Included are those policies that are

specifically required by the regulatory standards within the appropriate evidence sections. This has continued through the year and an update will be presented to the May 2025 Board

5. Our aims

5.1 Adullam's Consumer Standards Self-Assessment matrix has been used in the review of the Coproduction, Involvement & Engagement Strategy and identifies areas in need of improvement. We aim to address these over the lifetime of this strategy.



5.2 Full details are provided in the Coproduction, Involvement and Engagement action plan and other documents including the CIE roadmap and TSP terms of reference.

5.3 Equality, Diversity, Inclusion (EDI) – EDI Strategy 2024/26 to be completed; report quarterly to SLT/ Board showing service outcomes, broken down by protected characteristics; we will put in place Equality Impact Assessments for all new policies and procedures. We will be mainly focused on protected characteristics. Improved data will improve our offer and understanding of TRS strategically.

5.4 It is Adullam's expectation to have in place a functioning national forum for tenant engagement and scrutiny. The aim is to deliver a national structure that is representative of the localities, the protected characteristics, and lived experience of TRS and takes account of the differing needs of short term and longer term tenancies. This will develop out of good practice at regional and local levels, thereby ensuring a bottom up governance structure that is well supported, sustainable, and accountable.

5.5 National and Local Offers – we will develop monitoring and report spending per quarter in each region including within Ofsted services. Work with young people will fall under our Head of Children and Young Person's Services.

5.10 Implement the agreed governance structure for CIE in all levels of decision-making nationally, regionally, locally and embedded as part of decision-making forums or committees. Improving our culture and making it part of our D.N.A.

5.9 Stronger scrutiny of organisational performance, our promise areas, standards and quality monitoring of our services. Scrutiny will be reflective of our quick response needed locally/regionally in any given service where Adullam provides support and overarching longer term performance as a regulated provider.

5.10 We aim to achieve better engagement through a communications plan linked to easy read documents, improved website links, access to information, annual calendar of events and the annual national CIE week held each March.

5.11 We will build on the success of the 2024 Adullam Excellence and Inclusion Awards to create a strong recognition and reward scheme.

5.12 November 2025 will see an audit of the Transparency, Influence and Accountability Standard to assess Adullam's compliance with consumer standards and the establishment of appropriate actions where instances of partial / non-compliance identified. We will act upon the findings.

5.13 We will work to achieve compliance with the forthcoming STAIRS standard including by creating a document or leaflet explaining what STAIRS is to TRS, adding a website section on the subject, and adding new information to the tenant handbook.

5.14 These strategic aims will be achieved through the National CIE action plans for 2025-28. The plans outline the actions, responsible persons to deliver, and timeline of progress. They will be reviewed and refreshed on an annual basis.

6. Training and financial support

6.1 Each project will have a specific budget for coproduction, involvement and engagement. This will be managed locally through arrangements decided upon using coproduction methodology.

6.2 Funding support is available through Adullam Social Enterprise (ASE) to facilitate actions.

6.3 Effective coproduction will be part of the core training programme that all staff will be expected to attend. TRS will have access to this training and support to attend.

6.4 Scrutiny champions will be given development training to support the role profile, allowing for effective contribution and fulfilment of role.

6.5 The TRS satisfaction and scrutiny champion initiatives will have an annual budget to pay for development activities and travel expenses for those wanting to get involved.

7. Monitoring coproduction, involvement and engagement



7.1 Coproduction, Involvement & Engagement are fundamental to the development and delivery of the services provided by Adullam and we are keen to measure the impact of this strategy. To help achieve this, we will report annually on agreed outcomes nationally.

7.2 Regional and local reporting templates with quarterly report submissions will be provided to Operations Committee each quarter showcasing CIE activity, its impact and evaluation of TRS satisfaction in how service improvement has been implemented. Activity and the type of engagement will be captured via a number of mechanisms to give a clear overview of CIE.

7.3 On a national level we will provide annual impact reports giving detail of performance across the Association for the attention of all TRS and focused review via regional viewpoint teams and scrutiny champions.

7.4 We will invite independent assessment of the implementation of our strategy, action plan and work by TPAS.

7.6 We will ensure that the work contributes to legislative requirements, identified by the Regulator in Consumer Standards and the subsequent reporting requirements and by the Housing Ombudsman with regards to complaints handling.

7.7 The alignment of the Adullam way through “Our promise” and performance targets with the Tenants’ Charter. The on-going review and consultation of “Our Promise” will support statistical performance and a direct link to our Balanced score card. We will provide a TRS annual Impact Report across all key performance areas.

8. Commitment

8. Our commitment to equal opportunities and inclusion

Adullam Homes is committed to ensuring that no person or group of persons will be treated less favourably than another person or group of persons and will carry out its duty with positive regard for the following core strands of equality; Age, Disability, Gender, Race, Gender Identity / Gender Expression, Sexual Orientation, Religion and/or Belief, Civil Partnership and Marriage, Pregnancy and Maternity.

Adullam Homes also recognises that some people experience disadvantage due to their socio-economic circumstances, employment status, class, appearance, responsibility for dependants, unrelated criminal activities, being HIV positive or with AIDS, or any other matter which causes a person to be treated with injustice.

We will also ensure that all services and actions are delivered within the context of current Human Rights legislation and will endeavour to ensure staff and others with whom we work adhere to the central principles of the Human Rights Act (1998).

9. Publishing and promoting the Strategy

We will publicise our Coproduction, Involvement & Engagement Strategy to our Tenants, Residents and Service Users, staff and other stakeholders in several ways, including:

- Quarterly reports to Board
- Quarterly reports to Operations Committee
- Resident Handbook
- Annual Report
- A clear communications plan
- Adullam website
- Policy briefings and training
- Within routine communications
- Annual Coproduction, Involvement, & Engagement Week
- Social media platforms



10. Implementation

All Adullam Homes staff have a responsibility for ensuring the effective implementation of this strategy.

11. Review

This strategy will be reviewed every three years, and it will continue to evolve as near as is possible from the date of Board approval or as required by the introduction of new legislation, regulation or as a result of any Internal/ external system audits. The review process will ensure the strategy's continuing suitability, adequacy and effectiveness. The associated action plans will be reviewed and refreshed annually.

12. Other internal strategies/policies relevant to coproduction, involvement and engagement

Documents linking to this strategy can be found in the tenant area of our website. Use the QR code to access the relevant area.

- Safeguarding policy
- Anti-Social Behaviour Policy
- Compliments, Complaints and Feedback Policy
- Data Protection Act 2018
- Volunteer Policy
- Recruitment Policy
- Value for Money Strategy
- Social Value Strategy
- Corporate Strategy
- Stakeholder Strategy
- Terms of reference
- Governance Structure
- CIE Roadmap



14. Contact

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Website: <https://www.adullam.org.uk/tenant-area/my-tenancy/>