



Tenants Together
Scotland

Tenants together

Scotland's tenant participation
and engagement network

www.tenantstogether.scot

Our Strategy
2025 - 2028

April 2025





Introduction

The **Tenants Together Scotland Strategy 2025–2028** sets out our direction for the next three years. Rooted in our mission to empower the tenants of today and tomorrow, **we are committed to ensuring that the voices of tenants are heard, valued, and play a central role in shaping decisions within the Scottish social housing sector.**

Our vision document underpins everything we do. **This strategy outlines how we will bring that vision to life through four key areas of focus: our team, our services, our marketing, and our impact.** Together these provide a clear framework for how we will move forward – strengthening our organisation, expanding our reach, and increasing our influence on national housing policy and practice.

Through this strategy, we reaffirm our dedication to partnership working with the Scottish Government, key decision makers, and stakeholder organisations, supporting an inclusive membership of tenants, providing diverse opportunities to get involved, speaking up to protect tenants' rights, and improving the lives and wellbeing of tenants, housing, and communities.

To steer our progress, **we have established a set of clear, actionable objectives that are specific, measurable, achievable, relevant, and time-bound, and are supported by a detailed annual action plan.**

This is our roadmap of how we will work towards creating lasting, positive change in the Scottish social housing sector.

Colin Stewart

Chairperson of Tenants Together Scotland

→ www.tenantstogether.scot

Mission statement

We are **a national network of tenants** committed to empowering the tenants of today and tomorrow, ensuring their voices are heard and influence decisions within the Scottish social housing sector, to protect tenants' rights and make a difference.

Our vision

The Tenants Together Scotland **vision statement outlines the purpose of our organisation.** It outlines where we envisage the organisation to be three years from now and considers four key elements: **our team, our services, our marketing, and our impact.**

Our team

Our vision for our team, is to support a full and inclusive membership of tenants, who are passionate about making positive change in the Scottish social housing sector; who will speak up to protect tenants' rights; and who want to be a part of an organisation, and greater purpose, that makes a real difference to the lives of tenants.

We champion collaborative working, and work in partnership with the Scottish Government and key decision makers, to achieve a collective goal - to improve the lives and wellbeing of tenants, housing, and communities. Equally, our vision is to cultivate a membership that is diverse, promotes equality, and represents differences in age, gender, education, disability, sexual orientation, race, religion, and beliefs; with a specific focus on youth engagement, to ensure the needs of the tenants of tomorrow, are listened to and acted upon now.

In our vision, we support and nurture our members by offering skills and development training, mentoring, and provide a variety of opportunities to get involved, and in a way that they enjoy and feel comfortable with.

Our services

Our vision for the services that we offer, is to provide a variety of diverse and inclusive opportunities, for tenants living in the Scottish social housing sector, to get involved and influence decisions relating to national housing policy.

We work closely with the Scottish Government, key decision makers, and stakeholder organisations to make sure the aspirations of tenants are listened to, and at the forefront in all housing and community developments. Equally, we provide registered social landlords and local authorities, with a direct link to a nationwide network of tenants, who are passionate about making positive change.

We work to ensure tenant participation is embedded within the culture of organisations who operate throughout the sector. Furthermore, we share a unified voice for tenants on national committees, panels, boards, taskforces, and at ministerial meetings.

In our vision, we offer skills training, support, and mentoring to ensure our members can participate to the best of their ability, and share information, good practice, and advice.

Our marketing

Our vision for our marketing, is to cultivate a nationwide reputation for empowering the tenants of today and tomorrow, widely known and respected for ensuring the voices of tenants are heard and influence decisions within the Scottish social housing sector.

Our message and purpose are clear, and we communicate these in a variety of different ways, across a multitude of platforms to raise our profile and reach our audiences (social housing tenants and registered tenant organisations, the Scottish Government, registered

social landlords, local authorities, key stakeholders, policy and decision makers, politicians, future housing developers and innovators). Equally, our vision ensures our members are well-equipped and supported to actively promote the good work of our organisation at a local and national level, and are encouraged to attend national events, gatherings, and conferences.

We have a robust database of contact lists for all registered social landlords, local authorities, and registered tenants' organisations, and foster strengthening connections with key decision makers.

Our impact

Our vision for the impact that we have, is to be the leading, unified voice for tenants in the Scottish social housing sector, committed to championing the need for tenants to be fully engaged and at the forefront in all future housing and community developments.

We have a national presence and a seat at the table – representing the aspirations of tenants on national committees, panels, boards, taskforces, and at ministerial meetings. The Scottish Government, tenants, registered social landlords, local authorities, and key decision makers will actively approach our organisation, value, and take on board our input in the development of consultations and national policy.

In our vision, we support a full and inclusive membership, who are ambassadors for the work that we do, and speak to the impact that we have, making clear that tenant feedback and consultation is invaluable to the Scottish social housing sector.

Our values

At Tenants Together Scotland, **our five core values form the foundation of our mission and vision**. They shape our culture, reflect our beliefs, and guide how we work with tenants, service users, members, and key stakeholders.

These values are more than just words - they are central to how we operate, make decisions, and build meaningful relationships. We are fully committed to embedding these values into every aspect of our work, ensuring they are consistently reflected in our actions, communications, and the impact we strive to make across the Scottish social housing sector.

Approachable

We are a network of friendly, welcoming, and likeminded tenants who are passionate about making a difference in the Scottish social housing sector. We are respectful of other people's views and are committed to listening and empowering tenants to have a voice and influence decisions at a local and national level.

Collaborative

We believe in the power of working together. True collaboration and partnership runs through our organisation, with the Scottish Government, tenants, service users, key stakeholders, and our members. We are committed to listening, evolving together, and supporting one another, for the purpose of achieving a collective goal – to improve the lives and wellbeing of tenants, housing, and communities.

Inclusivity

We are proud to promote a diverse and inclusive working environment. Our membership embraces, supports, and respects differences in age, gender, education, disability, sexual orientation, race, religion, and beliefs amongst individuals to ensure we inspire people to be their authentic selves and work to the best of their abilities.

We strive to offer a variety of opportunities to get involved, to make a difference across the Scottish social housing sector and are committed to communicating and providing information that is clear, easy to read, and available in a variety of accessible formats.

Integrity

We are responsible and accountable for our actions, communications, and decision making, are committed to staying true to our word, and are aligned with the overall goal of our organisation. We are unbiased and prioritise doing the right thing for our organisation, tenants, and our members, over personal gain or agenda.

Transparency

We are transparent in our actions, communications, and decision making. We foster trust, accountability, and openness in everything that we do, and work to nurture strong, authentic relationships through our organisation, with the Scottish Government, tenants, service users, key stakeholders, and our members.

Our Objectives (Team)

- **Committee membership growth**
Increase the number of committee members to 30 by the 2026 AGM, supporting us to strengthen our team and make sure we reflect the voices of tenants across Scotland.
- **Broader membership growth**
Increase the broader membership by 50%, building on the current base of approximately 80 members, to expand on our national reach and influence, by the 2026 AGM.
- **Enhance membership diversity**
Work to ensure our membership is more diverse and representative, reflecting the full spectrum of the Scottish social housing tenant base - across age, gender, education, disability, sexual orientation, race, religion, and beliefs.
- **Engage underrepresented groups**
We are committed to increasing engagement with underrepresented and seldom-heard groups - including young people, ethnic minorities, and rural tenants, ensuring their voices too shape national housing policy and practice.
- **Learning and development**
Roll out a training and development plan for committee members, including individual learning goals and an annual 1:1 review to promote continuous improvement.
- **Increase participation opportunities**
Design and deliver a range of opportunities for the broader membership to actively contribute to the work and strategic direction of Tenants Together Scotland, and in a way that suits them.
- **Support digital inclusion**
Ensure all committee members have access to relevant digital training and support, enabling them to fully participate in meetings and activities using technology, and in a way that suits them.
- **Plan for the future**
Develop and begin implementing a succession plan to ensure that current and future committee members are equipped with the skills and knowledge to meet the strategic objectives of Tenants Together Scotland.
- **Strengthen influence**
Maintain regular engagement between committee members and key stakeholders, including the Scottish Government, Scottish Housing Regulator (SHR), Minister for Housing, and other decision makers. We will keep members updated on what is being said and achieved.

Our Objectives (Services)

- **Bridge the gap**
Continue to act as the link between the Scottish Government and social housing tenants in Scotland to support information, ideas, and voices flow back and forth. Making sure tenants are heard and receive important updates and information from decision-makers.
- **Raise the profile of tenant participation**
Work to ensure tenants and social housing organisations across Scotland understand the value of tenant participation, why it's important, and the lasting impact of meaningful engagement.
- **Active national profile**
Continue to represent tenants on national boards, panels, taskforces, and at ministerial meetings — and work to build even more opportunities for tenants to have a voice at the highest levels.
- **A platform for member voices**
Provide an engaging platform for our members to interact and provide us with feedback and their views on national housing policy and practice, and wider community related issues.

Our Objectives (Marketing)

- **Build upon our new brand identity**
Continue to promote a clear, consistent message that reflects the vision, mission, and values of Tenants Together Scotland, whilst further developing and embedding the new brand identity across all communications and platforms.
- **Centralised contacts**
Develop and maintain a contact database of key stakeholders and organisations, to be created immediately following the 2025 AGM.
- **Social media with a purpose**
Set up a member-led social media sub-group tasked to lead on our online presence and create a strategy to build an active and authentic online presence that reflects who we are and encourages organic engagement and growth.
- **Promote clarity and understanding**
Ensure all members have a clear understanding of Tenants Together Scotland's aims, including, who we are, what we stand for, what we do, and equally – what we don't do.
- **Support members to spread the word**
Provide members with resources to confidently communicate the work and purpose of Tenants Together Scotland more widely, at both a local and national level.

- **Stakeholder engagement**

Develop a stakeholder engagement plan that clearly outlines our aims and provides stakeholders with practical ways to support promote our work to relevant audiences their own networks.

Our Objectives (Impact)

- **Celebrate and share successes**

Continue to communicate positive outcomes, success stories, and small wins with both the committee and broader membership, to build momentum and reinforce the impact of our work.

- **Monitor and document progress**

Develop a simple and consistent process for recording progress against strategic objectives, ensuring achievements and developments are well-documented and easily accessible for future reflection and planning.

Tenants Together

April 2025

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Objective(s):

Committee membership growth

Increase the number of committee members to 25 by the 2025 AGM, and to 30 by the 2026 AGM, supporting us to strengthen our team and make sure we reflect the voices of tenants across Scotland.

Broader membership growth

Increase the broader membership by 50%, building on the current base of approximately 80 members, to expand on our national reach and influence, by the 2026 AGM.

Action summary

To support committee and broader membership growth, Tenants Together Scotland will develop **clear, engaging promotional materials** including a branded **committee member welcome pack and role guide**, and develop our messaging ensuring it is clear and accessible, uses plain language and strong visuals. We will **increase visibility by attending key tenant-focused events as speakers or with information stands** to highlight our work and impact. A targeted **stakeholder engagement plan** will strengthen relationships with the people who have an interest in the work of Tenants Together Scotland, supported by a ready-to-use **information pack** to promote our work and invite wider participation.

Objective(s):

Enhance membership diversity

Work to ensure our membership is more diverse and representative, reflecting the full spectrum of the Scottish social housing tenant base - across age, gender, education, disability, sexual orientation, race, religion, and beliefs.

Engage underrepresented groups

We are committed to increasing engagement with underrepresented and seldom-heard groups - including young people, ethnic minorities, and rural tenants, ensuring their voices too shape national housing policy and practice.

Action summary

To enhance membership diversity and engage underrepresented groups, Tenants Together Scotland will implement a range of inclusive actions. These include **exploring accessible communication tools**, publishing a welcoming **diversity and inclusion statement** on the website, and ensuring that website imagery reflects Scotland's diverse tenant population. A personalised outreach approach will be used to connect with individuals, supported by proactive partnerships with community organisations. Additionally, **equal opportunities monitoring** will be introduced in the membership application process to help track and improve inclusion efforts.

Objective(s):

Learning and development

Roll out a training and development plan for committee members, including individual learning goals and an annual 1:1 review to promote continuous improvement.

Action summary

To support continuous improvement, Tenants Together Scotland will implement a comprehensive learning and development plan for committee members. This includes introducing a simple **skills assessment** process, setting individual learning goals, and holding **informal annual 1:1 reviews**. Members will be **signposted to flexible, free online learning resources** and encouraged to **learn from each other through peer-to-peer sharing**. Opportunities will be created for members to **“have a go”** at new roles or responsibilities, and targeted outreach will invite the wider membership to contribute their skills to specific tasks or subgroups.

Objective(s):

Increase participation opportunities

Design and deliver a range of opportunities for the broader membership to actively contribute to the work and strategic direction of Tenants Together Scotland, and in a way that suits them.

Action summary

To increase participation opportunities, Tenants Together Scotland will develop and **promote a flexible menu of involvement options**, allowing members to engage in ways that suit their interests and availability. These options may include joining short-term project groups, contributing to surveys, co-designing materials, or writing blog posts - ensuring all members have accessible and meaningful ways to shape the organisation's work.

Objective(s):

Support digital inclusion

Ensure all committee members have access to relevant digital training and support, enabling them to fully participate in meetings and activities using technology, and in a way that suits them.

Action summary

To support digital inclusion, Tenants Together Scotland will provide tailored digital training and support for committee members. This includes identifying **Digital Confidence Champions** to share tips and lead peer learning, offering **optional tech check-ins** before virtual meetings, and using a simple checklist to assess members' digital skills, comfort levels, and available equipment. Where needed, members will also be signposted to external digital support and grant opportunities.

Objective(s):

Plan for the future

Develop and begin implementing a succession plan to ensure that current and future committee members are equipped with the skills and knowledge to meet the strategic objectives of Tenants Together Scotland.

Action summary

To plan for the future, Tenants Together Scotland will introduce **a succession plan** that supports skills development and knowledge sharing among committee members. This includes **mapping current roles and expertise**, offering **role-shadowing opportunities**, and establishing a light-touch **buddy or mentoring system**. The approach will also celebrate members who take on new responsibilities, fostering a supportive culture where stepping forward is encouraged and valued.

Objective(s):

Strengthen influence

Maintain regular engagement between committee members and key stakeholders, including the Scottish Government, Scottish Housing Regulator (SHR), Minister for Housing, and other decision makers. We will keep members updated on what is being said and achieved.

Action summary

To strengthen influence, Tenants Together Scotland will **maintain regular engagement with key stakeholders** such as the Scottish Government, Scottish Housing Regulator, and Minister for Housing through scheduled quarterly or biannual meetings. Clear updates will be shared with committee members and the wider membership to keep them informed of discussions, outcomes, and next steps. Additionally, **social media and the organisation's website will be used to highlight the impact of these engagements** and showcase the role members play in shaping national housing policy.

Objective(s):

Bridge the gap

Continue to act as the link between the Scottish Government and social housing tenants in Scotland to support information, ideas, and voices flow back and forth. Making sure tenants are heard and receive important updates and information from decision-makers.

Action summary

To bridge the gap between tenants and the Scottish Government, Tenants Together Scotland will **create surveys to gather tenant views** on key issues and host focus groups for deeper insight, ensuring diverse representation. **Findings will be clearly published and shared with decision-makers** to ensure tenant voices are heard and influence policy, while also keeping tenants informed about important developments.

Objective(s):

Raise the profile of tenant participation

Work to ensure tenants and social housing organisations across Scotland understand the value of tenant participation, why it's important, and the lasting impact of meaningful engagement.

Action summary

To raise the profile of tenant participation, Tenants Together Scotland will enhance its digital presence by creating clear, engaging website content **explaining what tenant participation is, why it matters, and how to get involved**. A new **online resource hub** will link to key legislation and guidance. The organisation will **explore the use of AI tools** on the website to support interactive learning and answer common questions about tenant participation.

Objective(s):

Active national profile

Continue to represent tenants on national boards, panels, taskforces, and at ministerial meetings — and work to build even more opportunities for tenants to have a voice at the highest levels.

Action summary

To maintain an active national profile, Tenants Together Scotland will **support committee members in applying for roles on boards, panels, and taskforces, enabling more tenants to have a voice at the highest levels**. The organisation will also publish **a clear statement on its website affirming its commitment to tenant representation** and outlining how others can come together to strengthen tenant influence nationally.

Objective(s):

A platform for member voices

Provide an engaging platform for our members to interact and provide us with feedback and their views on national housing policy and practice, and wider community related issues.

Action summary

To provide a platform for member voices, Tenants Together Scotland will **explore creating a private online community space** where members can connect, discuss, and contribute to housing policy and practice. The organisation will also use **pulse surveys** to gather timely input, invite members to share their experiences on the website, and **consider AI tools to simplify complex legislation into accessible briefings**. Importantly, members will receive regular feedback through **“You Said, We Did”** updates to ensure their contributions are acknowledged and acted upon.

Objective(s):

Build upon our new brand identity

Continue to promote a clear, consistent message that reflects the vision, mission, and values of Tenants Together Scotland, whilst further developing and embedding the new brand identity across all communications and platforms.

Action summary

To build upon the new brand identity, Tenants Together Scotland will **produce short video clips** that clearly communicate its vision, mission, and values. The organisation will keep key assets, such as the “About Us” presentation, up to date to reflect current work, **and regularly review all communication channels** - including the website, social media, email, and printed materials to ensure consistent brand messaging and appearance.

Objective(s):

Centralised contacts

Develop and maintain a contact database of key stakeholders and organisations, to be created immediately following the 2025 AGM.

Action summary

Tenants Together Scotland will **create and maintain a centralised contact database of key stakeholders**, capturing essential details such as names, roles, organisations, and relationship to the organisation. **The database will be securely managed to ensure GDPR compliance**, with transparent and purposeful data collection and clear consent processes in place. Responsibility for maintaining and safeguarding the database will be assigned to ensure accuracy and security.

Objective(s):

Social media with a purpose

Set up a member-led social media sub-group tasked to lead on our online presence and create a strategy to build an active and authentic online presence that reflects who we are and encourages organic engagement and growth.

Action summary

To build a purposeful social media presence, Tenants Together Scotland will establish **a member-led social media sub-group** responsible for guiding online activities. The group will develop a straightforward social media plan identifying key platforms, posting schedules, and content types, ensuring consistent use of the new brand style across all posts. Additionally, the group will engage the wider membership to share stories, successes, and best practices to create authentic, engaging content that reflects the organisation's values and encourages organic growth.

Objective(s):

Promote clarity and understanding

Ensure all members have a clear understanding of Tenants Together Scotland's aims, including, who we are, what we stand for, what we do, and equally – what we don't do.

Action summary

To promote clarity and understanding, Tenants Together Scotland will **create a guide for committee members** outlining their roles, commitments, tasks, and benefits, supported by testimonials to encourage involvement. Additionally, a clear summary table highlighting “**What we do**” and “**What we don't do**” will be published on the website to easily understand the organisation's purpose and scope.

Objective(s):

Support members to spread the word

Provide members with resources to confidently communicate the work and purpose of Tenants Together Scotland more widely, at both a local and national level.

Action summary

To support members in spreading the word, Tenants Together Scotland will develop **a branded welcome pack for committee members** containing flyers, an overview, FAQs, key achievements, and contact details. The organisation will also host **webinars to introduce its work and priorities**. Additionally, an **annual recruitment campaign** will be launched to promote committee membership, highlighting the role's benefits and responsibilities.

Objective(s):

Stakeholder engagement

Develop a stakeholder engagement plan that clearly outlines our aims and provides stakeholders with practical ways to support promote our work to relevant audiences their own networks.

Action summary

To enhance stakeholder engagement, Tenants Together Scotland will develop and implement a **stakeholder engagement plan** that identifies key relationships and fosters strong relationships. The plan will include creating an **information pack with ready-to-use content** such as newsletter adverts, social media posts, and flyers to ensure consistent messaging. Additionally, outreach efforts will focus on speaking opportunities at national events to promote the organisation's work to wider relevant audiences.

Objective(s):

Celebrate and share successes

Continue to communicate positive outcomes, success stories, and small wins with both the committee and broader membership, to build momentum and reinforce the impact of our work.

Action summary

To celebrate and share successes, Tenants Together Scotland will create a dedicated **"Good News"** page on its website to showcase positive outcomes and member stories. A quarterly online update will keep subscribers informed about recent activities, consultations, and key developments. Additionally, an annual **"Year in Review"** report will capture and reflect on the organisation's key moments, voices, and achievements from the past year.

Objective(s):

Monitor and document progress

Develop a simple and consistent process for recording progress against strategic objectives, ensuring achievements and developments are well-documented and easily accessible for future reflection and planning.

Action summary

To monitor and document progress, Tenants Together Scotland will develop a straightforward and consistent **tracking process to record key activities and achievements**. This will include monitoring new member registrations, committee membership, overall engagement, event participation, survey responses, and consultations. The process will also capture key tenant issues raised.