Agenda Item	**10**
Report No	**HP/39/26**

The Highland Council

Committee: **Housing and Property**

Date: **4 November 2026**

Report Title: **Tenant Participation and Engagement Update**

Report By: **Assistant Chief Executive - Place**

1 Purpose/Executive Summary

1.1 Our vision is clear that we want to all our tenants to have the opportunity to engage with us, knowing their views matter. We want to meet, engage and most importantly listen to our tenants, giving them avenues to directly influence the services that matter most to them.

1.2 This report provides Members with an update on the work of the Tenant Participation Team (TP) over the past 12 months. During this period, the team has expanded opportunities for tenant engagement across Highland, strengthened communication channels, supported tenant-led scrutiny and consultation activities, and increased collaboration with partner organisations. Through a combination of face-to-face engagement, digital participation and targeted consultation, the team has continued to ensure that tenant views influence housing services, policies and decision-making processes.

1.3 Significant achievements during the reporting period include the delivery of local engagement events across Highland, the relaunch of the Tenant Participation Digital Bulletin, commissioning of the Comprehensive Customer Satisfaction Survey, development of the new Engage Highland consultation platform, support for tenant scrutiny activities and strengthened partnership working with housing, welfare, community and third-sector organisations.

1.4 In 2017, the Council approved an innovative development allowing nominated tenant representatives to formally attend the People Committee. It is recognised this process has not been reviewed since its inception, and the Council is committed to re-establishing the principles of this role. This will ensure the process encourages future tenant involvement, ensures tenants in these roles have the appropriate support and training and is in line with practices of other local authority landlords.

Recommendations

2.1 Members are asked to:-

i. **Note** the continued commitment of tenant volunteers, resident groups and officers in supporting tenant participation and engagement activities across Highland.
ii. **Note** the outcomes and achievements delivered by the Tenant Participation Team during the reporting period.
iii. **Approve** the Tenant Representative Process and Guidance Framework at Appendix 3 and acknowledge the efforts of the existing tenant representatives and tenant volunteers in contribution to the review.

3 Implications

3.1 **Resource** – All Tenant Participation activities continue to be fully-funded by the Housing Revenue Account (HRA). Any consideration of financial resources associated with tenant participation needs to be aligned to decision-making associated with the HRA Financial Strategy and the 2027/2028 HRA Revenue Estimates which will be reported to January 2027 Committee.

3.2 **Legal** - Tenant Participation has been a legal requirement for all social landlords since the introduction of the Housing (Scotland) Act 2001 with additional regulatory requirements to report annually on outcomes set out in the Scottish Social Housing Charter.

3.3 **Risk** - Risk is managed through regular review and reporting to allow corrective action to be taken if necessary.

3.4 **Health and Safety (risks arising from changes to plant, equipment, process, or people)** – There are no health and safety risks arising from this report.

3.5 **Gaelic** - There are no Gaelic implications arising from this report.

4 Impacts

4.1 In Highland, all policies, strategies or service changes are subject to an integrated screening for impact for Equalities, Poverty and Human Rights, Children's Rights and Wellbeing, Climate Change, Islands and Mainland Rural Communities, and Data Protection. Where identified as required, a full impact assessment will be undertaken.

4.2 Considering impacts is a core part of the decision-making process and needs to inform the decision-making process. When taking any decision, Members must give due regard to the findings of any assessment.

4.3 **Integrated Impact Assessment - Summary**

4.3.1 An Integrated Impact Assessment screening was undertaken on the Tenant Representative Process and Guidance Framework. The Screening process has concluded that the framework is administrative and procedural in nature, designed to support and enhance tenant representation. Any potential impacts identified are

limited and can be mitigated through existing support arrangements. Members are asked to consider the summary below and in **Appendix 1** to support the decision-making process.

4.3.2 The Screening process has concluded the framework is administrative and procedural in nature, designed to support and enhance tenant representation. Any potential impacts identified are limited and can be mitigated through existing support arrangements. Members are asked to consider the summary below and in **Appendix 1** to support the decision-making process.

Impact Assessment Area	Conclusion of Screening
Equality	Minor impacts relating to working age tenants, those with caring responsibilities and certain disabilities, all of which can be mitigated through reasonable adjustments, accessible formats and flexible participation arrangements
Socio-economic	Positive impact as volunteer expenses are covered to reduce any financial barriers
Human Rights	Positive impacts as the framework supports participation in public life and access to influence decision-making process
Children's Rights and Well-being	No children's rights will be directly affected.
Island and Mainland Rural	Possible impacts relating to travel to meetings which could be mitigated by providing remote attendance.
Climate Change	No impacts
Data Rights	No Impacts

5 Background

5.1 The Scottish Social Housing Charter (SSHC) first came into effect in April 2012 and was reviewed in 2016 and 2021 with the revised Charter approved by the Scottish Parliament on 5 October coming into effect in November 2022.

5.2 The purpose of the Charter is to improve the quality and value of the services social landlords provide to tenants and other customers such as, homeless households and Gypsy/Travellers. The Charter supports the right to adequate housing as a human right in international law by setting out standards and outcomes that should be met by social landlords

5.3 One of the fundamental Charter principles is that social landlords need to involve tenants and other customers in the design and delivery of housing services. There are 4 outcomes that directly relate to Tenant Participation which are listed below:

5.4 Outcome 2 - Communication: Tenants and other customers find it easy to communicate with their landlord and get the information they need about their landlord, how and why it makes decisions and the services it provides.

Outcome 3 - Participation: Tenants and other customers find it easy to participate in and influence their landlords' decisions at a level they feel comfortable with.

Outcomes 14 and 15 - Rents and service charges: A balance is struck between the level of services provided, the cost of the services, and to what extent current and prospective tenants and service users can afford them. Tenants get clear information on how rent and other money is spent.

6 Communication

6.1 Forums and drop-in events

6.1.1 Following feedback from tenants requesting more local and accessible engagement opportunities, the Tenant Participation Team has significantly increased the range of area-based meetings, drop-in sessions and community engagement activities delivered across Highland. This approach has enabled greater access to housing services while providing valuable opportunities for tenants to raise issues, influence service delivery and engage directly with officers and partner agencies. Photographs and tenant comments from these activities can be found at **Appendix 2**.

6.1.2 Feedback from tenants has indicated a preference for regional forums to meet to focus on issues specific to the tenants in those areas.

- The Lochaber Tenant Forum has continued to meet quarterly throughout the year, supported by regular housing drop-in sessions that provide access to housing and maintenance staff alongside wider council services. Feedback from participants demonstrates the value of these sessions, with tenants able to resolve multiple enquiries in a single visit. The success of this model is informing consideration of similar approaches in other geographical areas.

- The Caithness Forum have held 2 meetings so far this calendar year with Members, staff and tenants having access to information and advice on aspects of housing and wellbeing. They have been able to raise specific issues with the housing team in regard to management and maintenance issues and tenant priorities.

6.1.3 The Highland-wide online forum has met regularly throughout this year and have taken a more strategic approach to their meetings, with more focus on wider Highland-wide issues affecting tenants.

6.1.4 Additional engagement events have been delivered in Thurso, Wick, Golspie, Lairg, Dingwall, Cromarty, Connon Bridge, Ullapool, Dunvegan, Fort William, Milton, Balintore, Inverness and Nairn. These events brought together colleagues from Housing, Property, Welfare and Employability Services, together with external partners including local housing associations, Age Scotland, ALIenergy, CAB, Police Scotland and the Scottish Fire and Rescue Service. This collaborative approach has increased access to advice, support, and information for tenants within their local communities.

6.1.5 The team has also expanded capacity with the appointment of a dedicated area - based Tenant Participation Officer in March 2026, strengthening engagement activity across Skye and Lochalsh and providing continued support to tenants and resident groups within the area.

6.2 Digital Bulletin

6.2.1 The Tenant Participation Digital Bulletin was successfully reintroduced in August 2026 following a short pause during staffing changes earlier in the year. The bulletin provides tenants, Members, and staff with regular updates on engagement activities, consultation opportunities, service developments, and ways to become involved in shaping housing services. The bulletin continues to support improved communication and awareness of participation opportunities across Highland. The bulletin can be accessed at https://sway.cloud.microsoft/kMTqd2EahhXCb0s9?ref=Link

6.3 Website review

6.3.1 As part of a corporate project, the team have completed the transition to the new Council website and have continued to gather feedback from users to improve the content and experience. Tenants were asked to identify the tasks they most commonly wanted to complete online and the information they most frequently searched for. Their feedback directly influenced the page layout, navigation routes, and banner buttons, helping to create a more accessible and user-friendly experience for customers.

7 Participation

7.1 Objectives

7.1.1 To ensure tenant participation activities reflect equal opportunities and are accessible to all.

The objectives of the Tenant Participation Team are:-

- To actively encourage tenants to be involved in decisions which will affect them, their homes, and communities;
- To actively support tenants and the Council to work together to improve services for all tenants;
- To offer a range of options for tenants and residents to participate collectively or individually at a level that suits them;
- To ensure tenants have the support and information needed to enable them to be involved;
- To provide tenants with up-to-date information on the services that affect them; and
- To develop training opportunities for staff and tenants across a range of housing activities.

7.2.1 Over the past 12 months, the Tenant Participation Team has delivered a wide range of engagement, consultation and scrutiny activities which have strengthened tenant involvement and increased opportunities for participation. Key achievements include:-

- Receiving a national award recognising the creative engagement work with women in the Gypsy/Traveller community.
- Delivering tenant forums, local meetings, and community drop-in sessions across Highland, providing direct access to officers and elected Members.
- Completing a comprehensive review of the Highland Tenant Scrutiny Group's governance arrangements and operational documentation to strengthen future scrutiny activity.
- Organising targeted engagement sessions for sheltered housing tenants, including a hybrid information session on Power of Attorney, improving access to information for tenants.
- Supporting community-led environmental improvement initiatives and neighbourhood tidy-ups in Conon Bridge, Lybster, Wick, Merkinch, Milton and Upper Achintore, helping to strengthen community involvement and local pride. These initiatives were organised on the back of tenant feedback which were found to be more beneficial to tenants than the estate walkabout model. It is still recognised that Member-led estate walkabouts are beneficial on a targeted basis but that tenant volunteers have expressed greater enthusiasm for a more hands-on approach that they can help plan and deliver.
- Expanding partnership working across housing, welfare, employability, and community support services to improve the range of advice and support available to tenants.
- Team members have participated in various training and development opportunities with one having started the Chartered Institute of Housing level 4 Certificate in Housing which will bring a broader understanding of the wider housing landscape.

7.3 **Comprehensive Customer Satisfaction Survey**

7.3.1 The Comprehensive Customer Satisfaction Survey was commissioned during the reporting period to meet Scottish Housing Regulator requirements almost a year ahead of schedule and provide a detailed understanding of tenant satisfaction, priorities, and experiences.

7.3.2 A representative sample of 1,500 tenants participated during August and September, helping to provide valuable insight into what matters most to tenants and where future service improvements should be focused. In addition to statutory satisfaction measures, the survey included broader contextual questions designed to strengthen understanding of tenant needs and expectations.

7.3.4 The survey was delivered in partnership with an independent market research organisation, ensuring the results are robust, representative, and reliable. Officers will use the findings to develop improvement actions and inform future service planning. Information will be provided to Members and tenants once the final survey report is concluded later this year.

7.4 **Engage Highland Platform**

7.4.1 The Tenant Participation Team has worked in partnership with Community Support and Engagement colleagues to support the development of the new Engage Highland consultation platform.

7.4.2 This innovative digital platform will provide a single, accessible location for consultations and engagement activities across Highland Council services. By complementing face-to-face engagement activities, the platform will increase opportunities for participation, improve the collection and analysis of feedback, and strengthen communication with participants through clearer reporting of outcomes and actions taken.

7.4.3 The platform also has the potential to increase tenant participation by enabling residents to contribute feedback on local issues if they prefer this to face-to-face engagement methods.

7.5 Involvement in Policy & Strategy development

7.5.1 Tenant volunteers continue to provide service user contributions to a number of housing policy issues.

7.5.2 In 2026, the Highland Tenant Scrutiny Group reviewed the implementation phase of the new housing domestic abuse policy. There is a commitment to review the new policy after 12 months to assess the impact the new policy has made for tenants.

7.5.3 Tenant volunteers have also met to discuss the content of the Customer Satisfaction survey making suggestions for some more qualitative/contextual questions to provide more depth to the data.

7.5.4 A tenant session on Damp, Mould & Condensation was delivered prior to Awaab's Law coming into force on 6 October 2026. Tenants were invited to review the updated tenant guidance before it was issued.

7.5.5 Engagement with tenants will be arranged as part of the review of the Rent Arrears Management Policy. This policy review will be submitted to Committee in January 2027.

7.6 Tenant & Resident Groups

7.6.1 The Tenant Participation Team are continuing to support our active resident groups, however the team have found that due to increasing pressure and demands on volunteers, some groups are experiencing difficulty in continuing.

7.6.2 The team consulted with existing groups to review the current level of funding provided, to ensure the annual running costs would allow the group to purchase their own public liability insurance. The TP officers continue to have regular contact with individual tenant volunteers, supporting their active engagement in service decisions/delivery.

7.6.3 Members of the scrutiny group have attended a scrutiny workshop delivered by the Tenant Information Service in Perth where they were able to hear from other scrutiny groups, learning, and gaining ideas for future projects.

8 Tenant Representative Update

8.1 Highland Council's commitment to tenant representation at Committee dates back to 2017, when tenants themselves expressed a desire to have a stronger voice in the Council's decision-making processes. A report to the now-dissolved People Committee proposed the creation of tenant representative positions to enable tenant-nominated representatives to participate in discussion of housing-related matters.

8.2 The proposal was welcomed as a positive step towards bringing tenants closer to decision-making and ensuring that their views could help shape housing services. The role remains an important demonstration of the Council's long-term commitment to meaningful tenant participation and fair representation.

8.3 The Council's Tenant Representatives continue to attend Housing and Property Committee meetings and provide an important link between tenants and elected Members, ensuring tenant views are represented within the committee decision-making process.

8.4 Following discussions regarding future succession arrangements, the current Tenant Representatives have confirmed their intention to remain in post until the end of the current Council term in Spring 2027. Officers will continue to support the representatives in fulfilling their role during this period.

8.5 To support future tenant representation arrangements and ensure consistency, transparency and good governance, a formal Tenant Representative Process and Guidance Framework has been developed. The guidance sets out the purpose of the role, requirements of the role, appointment terms, nomination and selection arrangements, and support available to volunteers. It is important to note that tenants are able to self-nominate for the role but the decision on who is selected rests with tenants themselves. This has been informed by engagement from tenants. The proposed Process and Guidance document can be found in **Appendix 3**.

8.6 It is hoped that the introduction of this framework will provide greater clarity for tenants interested in the role and support an open and fair nomination and selection process when future vacancies arise. It is designed with the intention of encouraging tenants to apply or even nominate others they feel will represent their views and lived experience. Additionally, it highlights the commitment of officers to support the representatives to fulfil their roles.

8.7 Separate to the guidance document referred to above, user-friendly nomination forms will be developed and made available to tenants.

9 Contributing to Corporate Objectives

9.1 The Tenant Participation Team continues to make a positive contribution to the delivery of The Highland Council's Corporate Plan by ensuring that tenant voices are considered in service improvement, policy development, and decision-making processes. The team's activities directly support the Council's commitment to fairness, community resilience, accessible housing, and transparent engagement.

- **Strengthening Resilient and Sustainable Communities** by supporting tenant and resident groups, facilitating local forums and community engagement events, and working alongside communities on environmental improvement initiatives such as neighbourhood tidy-ups and litter-picking activities.

- **Promoting Openness, Transparency and Participation** through the continued development of a range of engagement methods, including face-to-face events, digital communications, and the Engage Highland platform. These approaches help ensure that tenants can participate in ways that suit their individual circumstances and that feedback is used to inform future service delivery.

- **Developing Collaborative Approaches to Engagement** by working with Housing colleagues, Community Support, Welfare and Employability Services and external partners to deliver joined-up engagement activity that improves access to information, support, and services for tenants across Highland.

Designation:	Assistant Chief Executive - Place
Date:	9 October 2026
Author:	Suzy Boardman, Principal Tenant & Customer Engagement Officer
Background Papers:	None
Appendices:	Appendix 1 – Summary of IIA Screening Appendix 2 – Photos of Tenant Participation activities Appendix 3 – Tenant Representative Volunteer Guidance

Appendix 1

Summary of IIA Screening
Tenant Participation Process and Guidance Framework

High level summary of the proposal: The guidance establishes the role, nomination, responsibilities, support arrangements and conduct expectations for volunteer Tenant Representatives who act as a link between Highland Council tenants and the Housing and Property Committee.

Initial Screening Outcome - Low Impact

The guidance is primarily administrative and procedural in nature. It creates opportunities for tenant participation and representation rather than changing service delivery, housing policy or access to housing services directly. The screening process has concluded a full Integrated Impact Assessment is not required at this stage, provided the final nomination and selection arrangements are implemented fairly and monitored.

Equality, poverty and human rights - Positive Impacts

- Creates formal opportunities for tenants to influence decision-making.
- Strengthens tenant voice at Housing and Property Committee level.
- Explicitly promotes fairness, inclusivity and respectful behaviour.
- Encourages representatives to gather views from tenants across Highland, helping bring forward perspectives from diverse communities.
- Reimbursement of expenses helps reduce financial barriers.

Rural & Island Communities – Positive Impacts

- Recognises that housing priorities differ across Highland and seeks geographical spread of representation.
- Provides a route for rural tenants to influence strategic housing decisions.
- Consider hybrid attendance where possible.

Child Rights and Wellbeing - Impact

No direct impact on children and young people identified.

A separate Child Rights and Wellbeing Assessment should not be required as the policy concerns adult volunteers representing tenants.

The proposal is a governance and volunteer nomination framework rather than a policy that changes access to housing services or outcomes. The screening identifies generally positive impacts with some minor impacts that can be mitigated through reasonable adjustments, accessible formats and flexible participation arrangement.

Appendix 2

Tenant Participation Update Nov 2026

Merkich family fun day – Tenant Participation Team and Inverness Mid Housing Team







"This is a thanks to you all as you all played a part in this, whether it be putting posters out across blocks, dressing up as a cow and playing with the kids or inviting other stakeholders along. A very good team effort indeed."

Fort William family fun day,









"It was a fantastic day and a great opportunity for staff teams to come together and provide such a positive experience for tenants and local residents. It was wonderful to welcome people into our Service Point, showcase the services available, and offer a range of fun activities for everyone to enjoy. The response from the community was overwhelming, and it was lovely to see so many smiling faces throughout the day."

Milton and Windsor Place (Ross-shire) litter pick day.







Caithness & Sutherland events







Appendix 3

Tenant Representative Process and Guidance Framework

1. Purpose of the Role

Tenant Representatives are volunteer Highland Council tenants who act as an essential link between tenants and the Housing and Property Committee as non-voting participants. Their role is to gather, understand and present the views of tenants across Highland and to ensure that tenant perspectives are considered in housing-related decision making and providing feedback to tenants via forums or other meetings.

Tenant Representatives are chosen by fellow tenants through a tenant-led selection process, ensuring they are accountable to and representative of the tenants they serve.

In line with the principles of Highland's Tenant Participation Strategy, Tenant Representatives provide an important link between tenants and the Housing and Property Committee, ensuring that tenant perspectives are heard and considered. Their role helps place service users at the heart of decisions, policies and service improvements that directly affect their homes, communities, and housing services.

The Tenant Representative role was established in 2017 following tenant feedback and a shared aspiration to strengthen tenant involvement in Council decision-making. The role reflects Highland Council's long-standing commitment to meaningful tenant participation, ensuring that tenant perspectives are represented and considered in discussions relating to housing services and the Housing Revenue Account. Ideally, tenant representatives will cover a broad geographical spread, recognising that housing experiences and priorities can vary across different areas of Highland. This will help ensure that a wide range of tenant voices are heard.

Key functions of the role:

1. To attend the Housing and Property Committee, representing Highland tenants and the tenant perspective.
2. Represent tenant views to inform policy and service delivery through relevant working groups.
3. Assist the tenant participation team to co-chair the Highland tenant forum and design the agenda.

Essential Criteria for the Role:

Those undertaking the role should be:

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- Able to attend 4 meetings of the Housing and Property Committee annually which are held during the working day, for a duration of approximately 3-4 hours and pre-committee meetings with officers (online or in-person)
- Confident speaking within the committee meeting format in order to represent tenant views
- Desirable to chair meetings - to support the Highland tenant forum
- Strong listening skills - to understand tenant views and concerns
- Strong communication skills – ability to communicate tenant views within Council meetings and provide feedback to tenants
- Understanding of current tenant issues, which affect Highland tenants.
- Ability to access emails, committee papers and participate in online meetings.
- An awareness of equalities and human rights.

2. Term of Appointment

Standard Term

A maximum of two Tenant Representatives will normally be appointed for a period of **two years**. This is in recognition of the commitment this places on tenant volunteers and acknowledges that a longer-term commitment may prove an initial deterrent to volunteers.

Reappointment

At the end of the term, volunteers may apply for reappointment subject to the selection process detailed below for a total maximum of 4 years.

Resignation

Volunteers may resign from the role at any time by providing written notice to the Principal Tenant and Customer Engagement Officer.

Vacancies

Where a vacancy arises during a term, Highland Council will seek a replacement representative through the agreed selection process as detailed at section 3 below.

3. Recruitment and Selection

Eligibility

Applicants must:

- Be a current Highland Council tenant for a minimum of 2 years
- Demonstrate the essential skills, knowledge, and qualities against the criteria for the role

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- Be able to represent the views of tenants across Highland objectively and respectfully.
- Highland council employees, elected members, or members of community councils will not be considered for the tenant representative role.

Nomination & Selection Process

1. Volunteering opportunities will be advertised to all Highland Council tenants through appropriate tenant engagement channels.
2. Interested tenants will complete an application form where they will be asked to demonstrate the essential skills, knowledge, and qualities against the criteria for the role. This will include a volunteer statement signed by at least 2 other tenants that will state why they wish to be a tenant representative. This will be shared with other interested tenants as part of the process.
3. Applications will be reviewed by the Principal Tenant and Customer Engagement Officer against the essential criteria.
4. Suitable volunteers will be invited to an informal discussion to enable them to ask any questions and ensure they understand the nature of the role.
5. If there are less than 2 eligible volunteers, their names will be submitted to the existing tenant forums and interested tenant list for introduction and potential appointment.
6. If the number of eligible volunteers is greater than the number of places:
7. Option A - volunteer statements will be presented to the existing tenant forums - Highland Area, Lochaber & Caithness - for them to vote on their selection. Tenant Representatives will be selected by a majority vote of forum members.

   OR

8. Option B – A voting process will commence, with volunteer statements shared across the register of interested tenants for them to vote on their preference. Tenant Representatives will be selected by a majority vote of tenants.

4. Support and Development

Induction

Successful volunteers will receive:

- An induction to the role.
- A formal letter signed by the Committee Chair confirming their appointment.
- Information about Council structures and committee processes.
- Relevant training and ongoing support.
- All representatives will have a three-month settling in period to ensure they supported and the right fit for the role.

The Principal Tenant Participation and Customer Engagement Officer will provide:

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- Ongoing advice and guidance.
- Access to relevant training.
- Assistance with meeting preparation such as printing documentation if required.
- Support with engagement activities.

Reasonable out-of-pocket expenses will be reimbursed in accordance with the Council's Volunteer Expenses Policy. Assistance with travel arrangements will also be in place.

5. Expected Standards and Responsibilities

Expectations of Tenant Representatives:

Engagement and Representation

- Gather and consider the views of tenants from across Highland.
- Present tenant perspectives accurately, fairly, and respectfully.
- Participate actively in Housing and Property Committee meetings.
- Read committee papers and prepare for meetings in advance. Attend pre-committee meeting
- Provide updates and feedback through Tenant Forums and other tenant engagement opportunities.

Professional Behaviour

- Represent tenants from an impartial and apolitical standpoint.
- Treat all tenants, elected members, Council officers and partner organisations with dignity and respect.
- Listen to differing views and contribute constructively to discussions.
- Maintain confidentiality where required.
- Follow Highland Council's relevant policies, procedures, and the tenant volunteer code of conduct.
- Declare any conflicts of interest that may affect their ability to act independently.
- Housing and property meetings are held in public with committee reports, minutes and webcasts available through the Council’s website.

Communication

- Communicate respectfully both in person and online.
- Ensure information shared publicly is accurate and does not misrepresent Highland Council or tenant views.

Commitment

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- Attend scheduled Housing and Property Committee and Pre Committee meetings wherever possible.
- Attend relevant tenant forum meetings and training sessions.
- Notify the Principal Tenant and Customer Engagement Officer if they cannot fulfil any commitment.

6. Expected Behaviour

Tenant Representatives must:

Demonstrate

- Respect and courtesy.
- Fairness and inclusivity.
- Accountability for their actions.
- A willingness to learn and develop their knowledge.

Appendix 1

Addressing Concerns

Highland Council aims to support volunteers to succeed. However, there may be circumstances where a volunteer is no longer able to continue in the role.

Informal Resolution

Where concerns arise regarding conduct, attendance, or performance:

- The Principal Tenant and Customer Engagement Officer will discuss the concerns with the volunteer.
- Tenants with concerns about the representation can contact the Principal Tenant and Customer Engagement Officer.
- Expectations and any required improvements will be clearly explained.
- Appropriate support and training will be offered where reasonable.
- The same process will be followed in instances where the tenant representative wishes to discuss the level of support offered by Council officers.

Formal Review

A formal review may be initiated where:

- There is repeated failure to meet the requirements of the role.
- Attendance is consistently poor.
- The volunteer breaches confidentiality.

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- The volunteer fails to comply with the code of conduct.
- The volunteer's behaviour brings the role or tenant representation process into disrepute.

The volunteer will be given an opportunity to explain their circumstances before any decision is made. In some circumstances tenant representatives could be suspended from their role while further investigations take place.

Removal from Role

A volunteer may be removed from the role where:

- There has been a serious breach of expected standards of behaviour.
- Required improvements have not been achieved following support and review.
- They cease to be a Highland Council tenant.
- They are unable to fulfil the core duties of the role on an ongoing basis.
- Their conduct damages trust and confidence in the tenant representative role.

Any decision to remove a Tenant Representative should be confirmed in writing.

Review of Guidance

This guidance will be reviewed periodically to ensure it remains consistent with Highland Council's volunteering, tenant participation, and governance arrangements.

This provides a clear but proportionate framework that aligns with volunteer management good practice while recognising that Tenant Representatives are tenant volunteers rather than Council employees.

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