



Strategic Business Plan 2025 - 2028

Together, we make a real difference to the lives of tenants, create better homes, and fairer communities.

www.tis.org.uk





Our mission



TIS is a **national membership organisation** committed to supporting tenants and housing organisations to collaborate on solutions that make housing better. We work to ensure tenants' rights are central to decision making and support housing colleagues to strengthen their tenant participation and engagement practices.

At the heart of our approach is a commitment to **supporting people to unlock their potential** and develop skills, knowledge, and confidence to succeed.

Together, we make a real difference to the lives of tenants, create better homes, and fairer communities.



W tis.org.uk **T** 0141 248 124 **E** info@tis.org.uk
Head Office - Clockwise Offices, 77 Renfrew Street, Glasgow, G2 3BZ

Executive summary

Welcome to the **TIS Strategic Business Plan 2025 – 2028**. This plan sets out our direction for the next three years and is guided by a vision, mission, and core values. It describes how we will bring our vision to life through four strategic priorities: **our people, our services, our marketing, and our impact**.

It outlines our ambitions for growth, the strategies that will extend our reach, and the resources that are needed to achieve our goals. Together, these form a strong framework for what we do – **ensuring tenants’ rights are central to decision making and housing colleagues are supported to strengthen their tenant participation and engagement practices**.

To steer our progress, we have developed clear, measurable objectives that are underpinned by a robust annual action plan, closely monitored by senior management, and reviewed regularly by the TIS Board. This is our roadmap of how we will work towards creating better homes, stronger communities, and a fairer housing system for all.

Our work is driven by the belief that people are the driving force for meaningful change. By supporting individuals to unlock their potential, build skills, and gain confidence, we bring tenants and housing colleagues together to collaborate on solutions that make housing better.

At the core of TIS are our staff and Board, who drive our mission with passion and creativity. Over the next three years, we will build a diverse and inclusive team that reflects the communities we serve across Scotland. We are committed to cultivating a collaborative culture where every individual feels valued, respected, and encouraged.

We will also ensure our services remain inclusive, accessible, and are aligned with the evolving needs of tenants, housing organisations, and the wider sector. We will grow and strengthen our membership, fostering deeper engagement and creating more opportunities for connection, knowledge-sharing, and collective influence on national housing policy and practice.

A key area of focus will be to firmly embed tenant participation within the culture of housing organisations across the sector. By influencing governance at Board level, we aim to ensure that a commitment to meaningful engagement is led from the top and reflected throughout every level and area of service delivery.

Together, these priorities and actions set a clear course for TIS over the next three years. By nurturing our people, enhancing our services, amplifying our voice, and focusing on measurable impact, we will drive positive change throughout the housing sector. Our commitment to inclusion, collaboration, and innovation will not only raise the profile of TIS but also **champion tenant participation as a fundamental pillar of good governance and housing service delivery in Scotland and beyond**.



Kerry Clayton
TIS Chief Executive

Our core values



Inclusive

We are proud to promote a diverse and inclusive working environment. Inclusivity is central to everything that we do to ensure our work reflects the diverse voices of tenants across Scotland.

We value different perspectives, and our awareness of intersectionality allows us to take a flexible and innovative approach to tenant participation and engagement practices. By adapting to people's needs and preferences, we create spaces for everyone to be heard, respected, and represented.

Independent

Our independence means that we speak up with confidence - grounded in our research, experience, and expertise. We provide robust information and advice that supports balanced and informed tenant participation and engagement practices.

As trusted partners, **our professional and approachable team is highly respected across the sector** for building lasting and impactful relationships. We'll deliver on what we say we will.

Innovative

We embrace creativity and forward-thinking to inspire collaborative working between tenants and housing organisations. By **seeking out practical solutions and breaking down barriers** that open new pathways for positive change.

Our approach is always solutions-focused, looking beyond traditional methods to find effective ways to get things done.



Inspiring

We are driven by a shared belief in the importance and impact of our work. At the heart of our approach is a commitment to supporting people to unlock their potential and develop skills, knowledge, and confidence to succeed.

We champion personal growth and continuous learning - enabling better outcomes for tenants, housing organisations, and the wider sector.

Integrity

We believe that trust is the foundation of all meaningful relationships.

We act with honesty, openness, and respect in everything that we do. We hold ourselves accountable for our actions and decisions, ensuring transparency with those we work alongside.





A vision for our people

At the heart of TIS is our staff team and Board – a group of inspirational and creative individuals who care deeply about social justice and are committed to making a real difference to the lives of tenants, creating better homes, and fairer communities.

Our vision for the next three years is to **continue building a staff team and Board that reflects the diversity of the communities we serve across Scotland**. We will champion different experiences, backgrounds, and skill sets, recognising that this richness of perspective strengthens our work and drives innovation.

We will cultivate a supportive, collaborative working culture where everyone feels valued, trusted, and respected. As team players, we believe in collective responsibility, working together, encouraging one another, and celebrating each other's successes.

We will provide the tools, resources, and support our staff team and Board needs to thrive. This includes access to learning and

development opportunities, coaching, mentoring, and tailored training that helps people to grow professionally and personally. We will invest in health and wellbeing initiatives and prioritise sustainable working patterns, including flexible and remote working arrangements.

To support this, we will strengthen our internal infrastructures, with improved shared systems for knowledge exchange and good practice, robust IT setups, and regular equipment and workspace checks for effective hybrid working.

Our ambition is to be recognised as an employer of choice by working towards workplace accreditations that demonstrate our commitment to putting people first and creating a positive working environment where job satisfaction is high.

We will continue to recruit individuals who embody our five core values, who go above and beyond, and take pride in shaping the direction and future of TIS.



A vision for our services

Our vision for the services that we offer is to ensure they remain **inclusive, accessible, and relevant to the needs of tenants, housing organisation, and the wider sector** – responsive to the changing dynamics of the housing landscape.

We will deepen engagement across our membership community by creating more opportunities for members to connect with one another, share good practice, and come together over a shared commitment to ensuring tenant participation remains high on the national agenda.

Over the next three years **we will prioritise the growth of our membership community** and place emphasis on strengthening tenant, housing organisation, and other interested organisation membership. Our members play a vital role in shaping and influencing national housing policy and practice and we will continue to create meaningful pathways to ensure decision makers hear directly from those with lived experiences. We will grow our resources, expand our digital learning offer, and increase access to resources, support, and training for underrepresented groups - including young people and those with protected characteristics.

A key area of focus will be to firmly embed tenant participation within the culture of housing organisations across the sector. By influencing governance at Board level, we aim to ensure that a commitment to meaningful engagement is **led from the top and reflected throughout every level and area of service delivery.**

As leaders in the field, TIS will continue to drive forward innovative tenant participation, community engagement, and scrutiny research and practice across Scotland. Our Independent Tenant Advisor services will remain a vital part of our work - delivered with the integrity that tenants and housing organisations have come to trust.

We will also enhance our training, support, and advice services for our housing colleagues to equip them with the skills, confidence, and knowledge needed to engage effectively with tenants and develop meaningful approaches to participation and scrutiny.

Our programme of events will continue to address the most current and pressing challenges facing the housing sector. Designed to spark conversation these events will bring together tenants and housing professionals to learn from one another, explore new ideas, and tackle challenges collaboratively. Through a dynamic mix of conferences, webinars, and discussion forums, we will create inclusive spaces for learning and sharing - **ensuring that both lived experience and professional insight help shape the future of housing in Scotland.**

As we grow, we will extend our reach beyond Scotland and look to explore new services areas - sharing our expertise and working in partnership with others nationally and internationally to promote best practice in tenant participation and engagement.

A vision for our marketing

Our vision for our marketing is to cultivate a national and international reputation for TIS as **a recognised leader in delivering innovative tenant participation and engagement practices**. We will be known for placing the tenants of today and tomorrow at the heart of decision-making and for advancing best practice across the housing sector.

Over the next three years, we will strengthen awareness of who we are, what we do, and why it matters - ensuring that the value of tenant participation is widely understood, integrated into housing policy and practice, and celebrated across the sector.

We will continue to raise the profile of TIS through clear and vibrant messaging that communicates our purpose with confidence, creativity, and consistency. Our approach will make better use of digital platforms, placing a renewed focus on informative social media content - specifically video content to engage a broader and more diverse audience.

Our marketing efforts will be proactive and strategic. **We will actively seek opportunities to amplify our voice** by contributing to sector events and conferences, taking part on national committees, panels, boards, taskforces, and responding to new partnership and project invitations that align with our vision, mission, and core values. Through this marketing approach, we will build stronger recognition of TIS as the “go-to” organisation for innovative tenant participation and engagement practices.

At the core of our marketing vision is not only a commitment to enhancing the profile of TIS, but also of tenant participation and engagement itself – **ensuring it is a pillar of good governance structures and housing service delivery across Scotland and beyond**.



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Our vision for our marketing is to cultivate a **national and international reputation** for TIS as a recognised leader in delivering innovative tenant participation and engagement practices.

A vision for our impact



By delivering on our 3-year ambitions for our team, services, and marketing – **our vision for the impact that we have is our contribution to a housing system that is fairer, more inclusive, and accountable.** A housing system where the voices of tenants are not only heard but actively drive meaningful change at every level.

Through the support that TIS provides, **housing organisations will embed a culture of genuine tenant participation and engagement, from frontline services to the Boardroom** – strengthening transparency, trust, and tenant satisfaction across the sector. Equally, tenants will be equipped with the knowledge, tools, and opportunities they need to influence decisions and help shape the services that affect their homes and communities.



At a national level, tenant participation will be firmly recognised as a cornerstone of how housing services are designed and delivered - with lived experience informing policy, investment, and strategic priorities. Ultimately, our impact will be seen in stronger, more connected communities, better housing outcomes, and a sector where tenant participation is no longer a tick-box exercise, but a right, a standard, and a driver for continuous improvement.

Delivering on our three year vision will also have impact on our team. As we grow and evolve, TIS will be a place where people feel motivated, valued, and supported - **a workplace where collaboration, learning, and innovation thrives.**

Our impact will **reinforce TIS as the leading organisation for tenant participation and engagement practice in Scotland.**



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Our vision for the impact that we have is our contribution to a housing system that is **fairer**, more **inclusive**, and **accountable.**



Objectives for our people

1. Diversity and inclusion

We will strengthen the diversity of the staff team and Board to better reflect the communities we serve across Scotland. This will be achieved through inclusive marketing and communications, recruitment, and onboarding processes that embrace different experiences, backgrounds, and skill sets.

2. Cultivate a values-driven culture

We will foster a culture grounded in our five core values where everyone feels valued, trusted, and respected. This includes regular team-building activities, peer recognition, and opportunities for the staff team and Board members to work together across roles and projects to share knowledge, ideas, and learning.

3. Invest in professional development

We will provide the staff team and Board members with tailored professional development opportunities that align with both the priorities of TIS and individual aspirations. This includes access to coaching, mentoring, and training.

4. Prioritise health, wellbeing, and sustainable working practices

We will develop and implement wellbeing strategies that support mental and physical health and promote flexible and remote working arrangements. Our aim is to create a working environment that provides the tools, resources, and support our staff team and Board needs to thrive.

5. Strengthen internal systems

We will maintain and enhance robust internal systems and IT infrastructure to support effective hybrid working, seamless collaboration, and efficient service delivery. Regular reviews will ensure our systems remain responsive to the needs of our staff team.

6. Position TIS as an employer of choice

We will work towards achieving nationally recognised workplace accreditations and gather regular staff feedback. This insight will be used to heighten job satisfaction and create a positive working environment.

Objectives for our services



1. Ensure our services remain inclusive, accessible, and responsive

We will continuously review and adapt our services to ensure they remain inclusive, accessible, and responsive to the evolving needs of tenants, housing organisations, and the wider sector – with a focus on underrepresented groups.

2. Grow our membership community

We will prioritise the growth of our membership community - placing emphasis on strengthening tenant, housing organisation, and other interested organisation membership, and creating more opportunities for our members to connect with one another.

3. Influence national housing policy and practice

We will create pathways for our members to influence national housing policy and practice and engage with decision makers - ensuring that both lived experience and professional insight help shape the future of housing in Scotland.



4. Embed tenant participation in organisational culture

We will work with housing organisations to embed tenant participation within governance structures and organisational culture to promote a sector-wide commitment to meaningful tenant participation and engagement practices at every level and area of service delivery.

5. Lead innovation in tenant participation and scrutiny

We will maintain our position as leaders driving forward innovative tenant participation, community engagement, and scrutiny research and practice across Scotland.



6. Enhance training and support for our housing colleagues

We will expand our training, support, and advice services for housing professionals, equipping them with the skills, knowledge, and confidence to engage effectively with tenants and develop inclusive, forward-thinking tenant participation strategies and scrutiny practices.

7. Deliver high-impact events

We will continue to deliver a programme of events that address the most pressing issues facing the housing sector. Through conferences, webinars, and forums, we will create inclusive platforms for tenants and professionals to share insight and collaborate on solutions.

8. Extend our reach and explore new areas of service development

We will actively seek opportunities to broaden our service offering and work in partnership with others nationally and internationally to promote best practice in tenant participation and engagement. We will also continue to enhance and develop our tools and resources to support this growth and innovation.



Objectives for our marketing

1. Position TIS as a national leader in tenant participation

We will cultivate a national and international reputation as a recognised leader in delivering innovative tenant participation and engagement practices. Our brand will be known for placing tenants at the heart of decision-making and for advancing best practice across the housing sector.

2. Strengthen brand awareness

We will increase awareness of who we are, what we do, and why our work matters by delivering clear and consistent messaging. Our communications will promote the positive impact of tenant participation on housing policy and practice.

3. Enhance digital engagement and reach

We will grow our digital presence through a refreshed and strategic use of online platforms and social media, placing a stronger emphasis on engaging, accessible content. This includes a focus on video and visual storytelling to reach a broader and more diverse audience.

4. Deliver proactive marketing campaigns

We will identify and pursue opportunities to increase visibility, such as speaking at sector events, contributing to policy forums, joining national working groups, and collaborating on aligned projects to amplify our voice and influence.

5. Build sector recognition as the “go-to” organisation

We will develop targeted campaigns and stakeholder engagement strategies to establish TIS as the leading organisation for expert knowledge, support, and advice in tenant participation and engagement practices.



Objectives for our impact

1. Empower tenants to influence decisions that matter most

We will equip tenants with the knowledge, skills, and opportunities needed to actively shape the services and policies that impact their homes and communities for the better.

2. Support organisations to embed genuine tenant participation

We will work with housing organisations to build a culture of authentic tenant participation and engagement across all levels, from frontline services to strategic Board level decision-making.

3. Contribute to a fairer and more inclusive housing system

We will help shape a housing system where tenants' voice are embedded at every level and ensuring that tenants are not only heard, but that their insights drive meaningful, lasting change in policy, practice, and service delivery.

4. Embed the tenant voice in national policy and decision making

We will ensure tenant experience informs national housing policy, funding priorities, and strategic decision-making.

5. Reinforce TIS as the leading voice in tenant participation

We will grow our reputation as Scotland's foremost organisation for tenant participation and engagement practices, respected nationally and internationally.

Get in touch

TIS is a **national membership organisation** committed to supporting tenants and housing organisations to collaborate on solutions that make housing better. We work to ensure tenants' rights are central to decision making and support housing colleagues to strengthen their tenant participation and engagement practices.

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TIS is a Company Limited by Guarantee registered in Scotland under company number **SC125565**, and a registered charity with OSCR **SC050555**.





Tenants Information Service

Registered Office - Clockwise, 77 Renfrew Street, Glasgow, G2 3BZ

T 0141 248 1242 • **E** info@tis.org.uk • **W** tis.org.uk