

Housing Tenant Engagement Strategy 2026 – 2029



Havering
LONDON BOROUGH

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Foreword

Since our previous Tenant Engagement Strategy was introduced in 2022, there have been significant changes across the social housing sector. National reforms following the tragic Grenfell Tower fire have strengthened expectations of social landlords and reinforced the importance of ensuring that tenants' voices are heard, valued and acted upon.

As a Council landlord, we recognise that providing good quality housing is about much more than bricks and mortar. It is about creating safe, secure and well-maintained homes, fostering strong communities and ensuring that residents have genuine opportunities to influence the services that affect their daily lives.

The Regulator of Social Housing's Consumer Standards, particularly the Transparency, Influence and Accountability Standard, place a clear expectation on landlords to work openly with tenants, listen to their views and demonstrate how resident feedback shapes decisions and drives service improvement.

This is not simply a regulatory requirement; it is a commitment that sits at the heart of how we want to work with our residents.

This strategy sets out how we will strengthen tenant engagement across Havering over the coming years. It describes how we will improve communication, increase opportunities for involvement, support resident scrutiny and ensure that tenants play an active role in shaping housing services. We want engagement to be meaningful, inclusive and accessible, enabling all residents to participate in ways that work for them.

Above all, this strategy reflects our belief that the best housing services are developed in partnership with residents. By listening carefully, acting on feedback and working collaboratively, we can continue to improve services, strengthen accountability and build trust with the communities we serve.

I encourage all residents to get involved, share their experiences and help shape the future of housing services in Havering. Together, we can ensure that residents remain at the centre of everything we do.



Councillor Robert Whitton

Cabinet Member for Regeneration



Introduction

As Chairperson, I am delighted to introduce this Housing Resident Engagement Strategy, which marks a renewed commitment to placing your voices at the heart of everything we do.

We understand that a home is more than just a building – it is the centre of your community and personal life.

Our goal is to move beyond traditional consultation to a true partnership, where you have the power to influence decisions, scrutinise our performance, and help us shape the future of your neighbourhood.

We are dedicated to being open, transparent, and approachable, ensuring that every interaction you have with us results in better, more responsive services.

Your unique insights are invaluable, and I encourage everyone to help us build stronger communities.

Shane Marshall

Chair of Resident Participation Panel

Key responsibilities and actions

Councils have a **critical role** in implementing the Grenfell Tower Inquiry recommendations to ensure safer housing, better emergency preparedness, and stronger accountability.

Here are the **key responsibilities and actions** local authorities need to take:

1. Building Safety Oversight

Review and audit all high-rise buildings for fire safety risks, especially cladding and insulation.

Ensure compliance with the Building Safety Act 2022 and the Fire Safety (England) Regulations 2022.

Strengthen building control functions, potentially transitioning oversight to a national authority or independent regulator as recommended.

Prepare and maintain Building Safety Reports, for all 15 high-rise buildings in line with the Building Safety Act 2022.

2. Fire Risk Management

Conduct **regular fire risk assessments** and act on findings promptly.

Implement **waking watch services** or alternative safety measures where needed.

Work closely with fire and rescue services to ensure **evacuation plans** are in place, especially for vulnerable residents.

3. Community Engagement & Communication

Establish **clear communication channels** with residents, especially in social housing.

Engage with **voluntary, community, and faith groups** to support emergency planning and recovery efforts.

Ensure **resident voices are heard** in decision-making, particularly regarding safety concerns.

4. Emergency Preparedness

Fulfil duties under the **Civil Contingencies Act 2004** as Category 1 responders:

- Maintain robust emergency response plans
- Train staff for emergency roles
- Coordinate with other agencies and community groups

Update and consolidate emergency guidance with a focus on **humanitarian considerations**.

5. Governance and Accountability

Conduct **self-assessments** against Grenfell recommendations.

Report progress transparently to elected members and the public.

Collaborate with central government on reforms and share best practices across councils.

6. Protecting Vulnerable People

Identify residents with mobility or health issues and ensure **Personal Emergency Evacuation Plans (PEEPs)** are in place.

Monitor and support vulnerable tenants in high-risk buildings.

It's important that our tenants are fully involved in decision-making.

We also need to be clear on what the key issues and concerns of tenants are, so that they feel listened to.

We need to make sure that we reach all our tenants, not just a select few and inform them of the outcome.

You said, we did.

Key Features of the Social Housing (Regulation) Act 2023:

- 1. Enhanced Regulator Powers:** The Act strengthens the Regulator of Social Housing's (RSH) role in regulating landlords, providing them with more powers to ensure standards and address issues.
- 2. Resident Empowerment:** The legislation aims to give residents greater powers and improve access to quick and fair solutions to problems.
- 3. Focus on Safety and Quality:** The Act emphasises the importance of safe and high-quality homes and services for social housing residents.
- 4. Improved Resident Engagement:** The Act promotes a more proactive and meaningful approach to tenant engagement, ensuring residents' voices are heard and considered.

Tenant Engagement Recommendations from the Act:

- 1. Personalised and Accessible Communication:** Landlords should communicate with tenants in a way that is clear, accessible, and tailored to their individual needs.
- 2. Data-Driven Decision-Making:** Use data to understand resident needs and preferences, and make informed decisions about services and improvements.
- 3. Engage the "Silent Majority":** Actively seek out and involve tenants who may not typically participate in engagement activities.
- 4. Co-Design Services with Tenants:** Involve tenants in the planning and design of services, ensuring they are relevant and meet their needs.
- 5. Strengthen Repairs and Maintenance:** Ensure a robust and responsive repairs and maintenance process, and actively communicate with tenants about repairs and maintenance work.
- 6. Transparency and Accountability:** Be transparent about how decisions are made and be accountable for actions taken.
- 7. Promote Tenant Involvement:** Encourage tenants to participate in decision-making processes that affect their homes and communities.
- 8. Two-Way Communication:** Foster an ongoing dialogue between tenants and landlords to ensure that needs and concerns are addressed.

What have we done already?

Havering Council has a good track record of supporting tenants.

- We have delivered a high-risk fire safety audit – so we know how safe our buildings are
- We have audited tenants within all of our high-rise blocks so we know who lives there and recorded the needs of any vulnerable residents
- A new Housing Allocations Policy has been implemented to make it fairer for those looking for a new home
- We have listened to the voices of our younger residents and will continue to build them into all our work
- We have held a new homes ballot at the Farnham and Hildene estate – which is the first of its kind in Havering
- We have a good record for returners to our new properties
- We continue to deliver a dedicated conference and surgeries for those living in sheltered housing
- Our Public Health team have carried out welfare checks with elderly residents
- Free summer activities for young people and families
- We have established successful partnerships with the NHS, the police and other service providers
- We have a tenants panel which meet at least four times a year
- We support our hostel residents with extensive engagement
- We have consulted with Leaseholders about communication, updates and a forum

Go **here** for some case studies

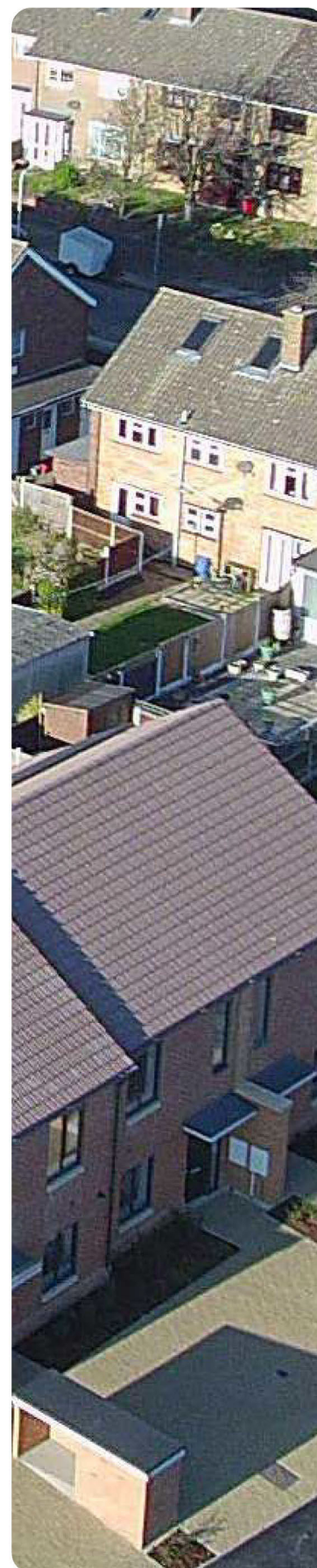
Data on the Borough's housing, tenants and service

Havering Council has around 11,200 homes occupied by tenants and leaseholders. While this is all considered to be 'social' or 'affordable' housing, there are also Council managed homes which are 'Supported' or 'Sheltered' housing. Supported housing is a property where housing, support, and sometimes care services, are provided as an integrated or associated package. Sheltered housing is usually only available to those aged 55 and over.

Havering Housing Services is responsible for providing a housing management service to all residents, which includes communicating, engaging and involving everyone in the way that their estate and neighbourhood is managed and maintained regardless of the type of home they live in. Tenant Management Organisations (TMOs), directly involve the tenants that live in a particular area or estate in all aspects of managing their homes, taking responsibility for day-to-day management and repairs. The Council still retains ownership of the properties and tenants keep their secure tenancy. We work closely with these TMOs and their residents as they are part of the wider estates and communities that the Housing Services manages directly.

We have a programme of repair and improvements in place, but much of our housing stock is old and there will always be maintenance and repair requests. This includes a continuing plan around safety ensuring risks are reduced in case of fire or other incidents.

However, we continue to improve our homes and we have a number of regeneration sites that will provide good quality homes as well as extend the total number of Council housing stock in the Borough.



TSM (Tenant Satisfaction Measures) survey

Every year we must conduct a survey with our tenants to see how satisfied tenants are with our services.

Below are the results of the last three surveys. Our overall tenant satisfaction score in 2024/25 was lower than expected, largely due to that year's Tenant Satisfaction Measures survey being conducted exclusively online.

This limited participation to residents with internet access and did not capture the full range of tenant experiences.

For 2025/26, we undertook the survey early and by telephone, to ensure inclusivity and a true reflection of residents' feedback.

Ref	Indicator	2023/24 result	2024/25 result	2025/26 result	Difference between 23/24 & 25/26 results*	Difference between 24/25 & 25/26 results**
TP01	Satisfaction with the service provided by your landlord?	63.8%	44.5%	70.8%	7.0%	19.6%

Keeping homes in good repair

Ref	Indicator	2023/24 result	2024/25 result	2025/26 result	Difference between 23/24 & 25/26 results*	Difference between 24/25 & 25/26 results**
TP02	Satisfaction with overall repairs service	64.2%	55.1%	74.7%	10.5%	19.6%
TP03	Satisfaction with the time taken to complete the most recent repair	63.2%	54.3%	72.8%	9.6%	18.5%
TP04	Satisfaction that the home is well maintained	66.2%	46.8%	73.8%	7.6%	27.0%

Maintaining building safety

Ref	Indicator	2023/24 result	2024/25 result	2025/26 result	Difference between 23/24 & 25/26 results*	Difference between 24/25 & 25/26 results**
TP05	Satisfaction that the home is safe	77.1%	51.7%	79.1%	2.0%	19.6%

* 2023/24 & 2025/26 (the years a telephone survey was used)

** 2024/25 & 2025/26 (the online & most recent telephone survey)

Respectful and helpful engagement

Ref	Indicator	2023/24 result	2024/25 result	2025/26 result	Difference between 23/24 & 25/26 results*	Difference between 24/25 & 25/26 results**
TP06	Satisfaction that the landlord listens to tenant views and acts upon them	58.6%	32.3%	60.0%	1.4%	27.7%
TP07	Satisfaction that the landlord keeps tenants informed	59.4%	40.4%	71.4%	12.0%	31.0%
TP08	Agreement that the landlord treats tenants fairly and with respect	77.3%	49.6%	80.6%	3.3%	31.0%

Effective handling of complaints

Ref	Indicator	2023/24 result	2024/25 result	2025/26 result	Difference between 23/24 & 25/26 results*	Difference between 24/25 & 25/26 results**
TP09	Satisfaction with the landlord's approach to handling complaints	24.6%	16.9%	28.9%	4.2%	12.0%

Responsible neighbourhood management

Ref	Indicator	2023/24 result	2024/25 result	2025/26 result	Difference between 23/24 & 25/26 results*	Difference between 24/25 & 25/26 results**
TP10	Satisfaction that the landlord keeps communal areas clean and well maintained	65.5%	52.5%	73.0%	7.5%	20.5%
TP11	Satisfaction that the landlord makes a positive contribution to the neighbourhood	50.0%	35.9%	67.2%	17.2%	31.3%
TP12	Satisfaction with the landlord's approach to handling anti-social behaviour	51.3%	30.2%	55.9%	4.6%	25.7%

This shows us that overall, satisfaction with our housing service is above the average when benchmarked to other London boroughs except for complaints handling.

* 2023/24 & 2025/26 (the years a telephone survey was used)

** 2024/25 & 2025/26 (the online & most recent telephone survey)

Complaints

There will always be times when tenants are not happy with an aspect of the service that is being delivered. The Council want to do it right first time and ensure we quickly deal with any problems.

At time of writing, the majority of complaints come from requests about housing repairs.

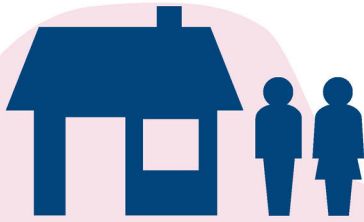
The top four issues under this are:

- **Repair/replacement**
- **Heating and hot water issues**
- **Leaks/plumbing**
- **Damp/mould**

The area where most complaints received are around ‘repair/replacement’ where we have not got the first repair request right. This is being reviewed, and we are working to ensure that we are getting it right the first time.

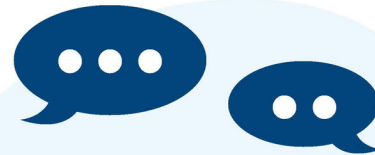
Some issues are seasonal, particularly with heating and mould in the colder months.

What do we know about our tenants?



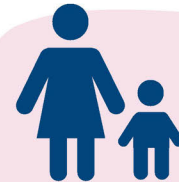
Ethnicity

74.4 per cent of our tenants are of white British descent. The next largest group are of black British descent. There are a number of other ethnic groups that show that there is wide-ranging diversity amongst our tenants.



Language

The first language for tenants is English, with a smaller number of diverse languages.



Ages

The age range is varied but there are a large number between 24 and 59. Additionally, there are a large combined number of residents aged 60 and over.



Employment

45.7 per cent are unemployed, 36.7 per cent are in full-time work and 9.8 per cent are retired.

Gender



Male 53.83 per cent
Female 46.14 per cent



Marital Status

47.6 per cent of residents are single and 27.3 per cent are married, 8.89 per cent co-habiting, 7.50 per cent divorced and the remaining separated or widowed.



Disabilities

A large number of our tenants have some form of disability, in particular mobility issues and arthritis.

What conclusions can we draw from this information?

This information helps the Council define the key issues that need to be addressed to support our tenants, keeping them more informed and empowered.

It is clear more needs to be done to improve our engagement and keep tenants informed. As set out in the new legislation following Grenfell, we need to give residents greater powers, improve access to quick and fair solutions to problems, and promote a more proactive and meaningful approach to tenant engagement, ensuring residents' voices are heard and considered.

The data also gives us some other key actions for residents, which include:

- Involvement in future service plans
- Accessing employment opportunities
- Support for Cost of Living
- Supporting young families with furniture and carpets
- Promote ways of reducing isolation through continued support
- Revisit support plans for all tenants
- Better two-way communications and information on repairs and opportunities to hold the Council to account – improving customer satisfaction
- Support for better health outcomes
- Greater support for our younger residents
- Ensure tenant information and communications is made available in the way our tenants request it

From the data we have about our tenants, it is clear we have a number of different groups, and we need to develop engagement methods to involve underrepresented groups such as:

- Families
- Residents who live on their own
- Residents who have disabilities and suffer from health and mental illness
- Retired and elderly
- Various ethnic groups
- Young people

Aims and objectives of the strategy

We have learned much from recent events following the Grenfell Inquiry and the introduction of Awaab's Law. Based on these learnings, it is clear that the overriding objective is that residents need to be empowered and have a voice.

Overall we want to create a collaborative, inclusive, and proactive tenant engagement culture that empowers residents, ensures their voices are heard, and delivers high-quality, safe, and responsive housing services.

How do we achieve this?

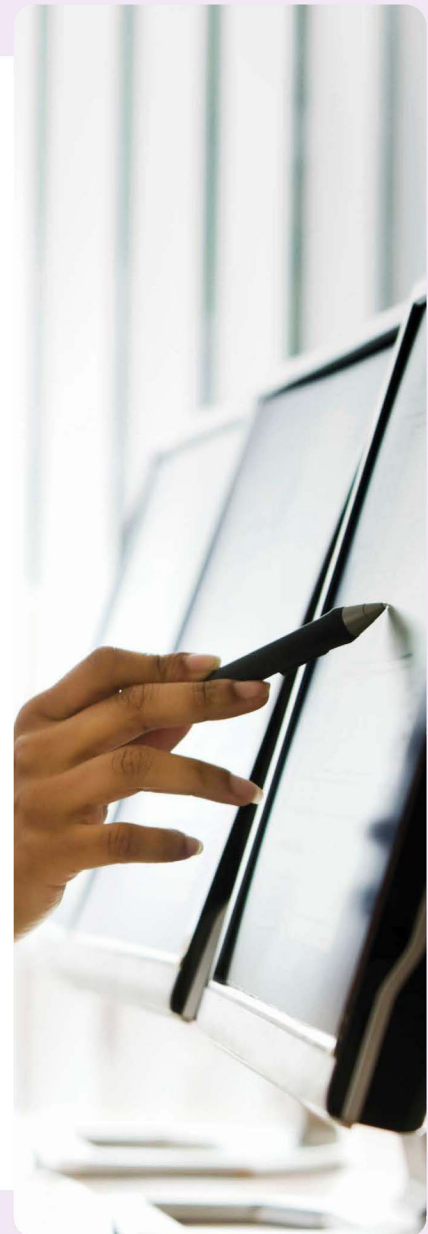
Objective 1:

Use data to tailor engagement and understand our resident needs

- Cross-reference tenant and homes data to identify patterns (e.g. single people in one-bed homes, housing for growing families)
- Combine all relevant datasets to inform targeted and inclusive engagement strategies
- Utilise data-driven frameworks to understand who our residents are and how best to engage them
- Ensure engagement activities are accessible and representative of all resident groups, including “silent voices”

Smart Targets

- Complete integration of tenant data into a dashboard by **June 2027**
- Increase survey response rates by **15 per cent by March 2028**
- Publish **yearly engagement reports** starting **April 2027**

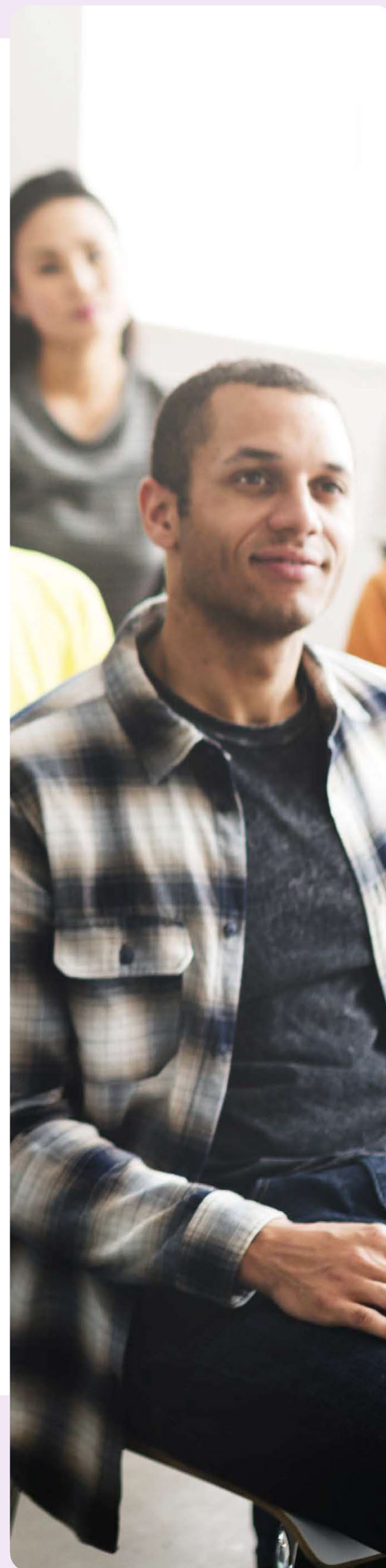


Objective 2: Empower residents to shape and influence services

- Build upon and establish panels, forums, and task & finish groups for scrutiny, co-design, and service improvement
- Provide both formal and informal opportunities for involvement, including estate inspections and community events
- Support vulnerable tenants and underrepresented groups to participate meaningfully
- Promote a culture of collaboration and openness, with clear communication on how tenant feedback influences decisions
- Actively seek out and involve tenants who may not typically participate

Smart Targets

- Establish **two Area Panels** by **December 2027** (10 members each)
- Increase participation in Resident Participation Panel meetings by **25 per cent by December 2028**
- Increase satisfaction levels by at least **5 per cent in at least three categories** – TPO2 (repairs); TPO6 Listening & responding to tenants; TPO 12 (Anti Social Behaviour management)

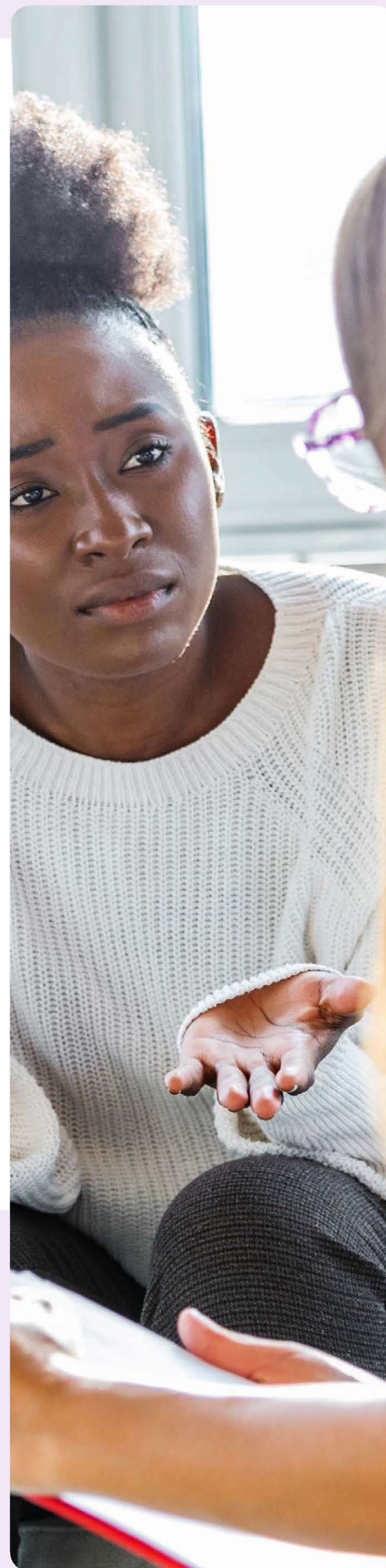


Objective 3: Remove barriers and expand opportunities for involvement

- Offer flexible engagement options: online surveys, hybrid meetings, one-off and ongoing roles
- Provide practical support to help tenants take part such as childcare, interpreters, transport, and accessible venues
- Support resident groups with training and resources to help them be better prepared to get involved
- Use digital tools to enhance participation and remove access barriers
- Recognise and reward resident contributions to encourage sustained involvement

Smart Targets

- Provide childcare/transport for **80 per cent of meetings by June 2027**
- Launch digital platform by **Sept 2027**, with **500 active users by March 2028**
- Deliver **two training sessions per year** starting 2027



Objective 4:

Strengthen feedback loops and accountability

- Be open, transparent and accountable in what we do such as our complaints process, and communicate outcomes clearly
- Use panels and forums to scrutinise housing services and monitor strategy delivery
- Publish satisfaction measures and survey results regularly
- Set SMART targets for staff and hold them accountable for acting on resident feedback
- Continuously review engagement activities and share progress and achievements with residents
- Provide support for better health outcomes

Smart Targets

- Publish **annual ‘You Said, We Did’ reports starting July 2027**
- Improve complaints satisfaction from **28.9 per cent to 50 per cent by March 2029**
- Achieve **90 per cent transparency compliance by December 2028**



Implementation plan

In order to deliver the objectives, there needs to be a clear plan that makes our residents feel that they are being valued and listened to.

Develop a Collaborative Resident Engagement Culture:

It is quite clear from the data that we need to do more to support our residents. We will do this by promoting initiatives that seek to inclusively engage with all residents and communities, including targeted activities for young or elderly residents such as fun days or information events. These need to include relevant services to offer the support required such as access to employment and skills opportunities, cost of living, isolation events and access to officers and contractors to discuss services such as repairs.

We also need to share performance information openly and develop new ways for residents to check and challenge performance and value for money. This can be through tenant groups, leaseholder groups, digital and other communications such as newsletters and information events.



Deliver a Right First-Time Service:

The Council will listen and act on the views of residents.

This means quickly responding to complaints and requests.

But we also need to provide information that gives assurance that the management of homes and communities is in safe hands.

This could include repair open days where tenants meet the Council and contactors to speak directly to them.

We can also ensure that we show we have listened to tenants, their key issues and explain how we have fixed the problem.

This could include a once a year market place event to meet the Council and services.

What we are doing to improve our repairs:

We are tracking repairs and looking to improve this method with better IT solutions. We are also proactively working on the top most reported repairs to bring the number of repair requests down. We are aiming to complete 80 per cent of repairs at the first time of asking.

- We are tracking repairs and looking to improve this process through the introduction of better IT solutions.
- We are proactively addressing the most frequently reported repairs to help reduce the overall number of repair requests.
- Our surveyors proactively identify repairs that fall within the Housing Health and Safety Rating System (HHSRS) and raise the necessary jobs accordingly.
- Our surveyors now carry out stock condition surveys as part of their daily visits, helping us to identify and monitor the current condition of properties.
- Customer satisfaction postcards are provided to residents to gather feedback following repairs and at the void property stage.
- We are arranging mystery shopping exercises for our call centre services at Mears and Sureserve to assess and improve the customer experience.
- We carry out a “Voice of the Customer” survey following every repair completed by Mears, enabling us to capture residents’ experiences and identify areas for improvement.
- We engage regularly with the Residents’ Panel to listen to feedback and take residents’ comments into account when improving our services.

We are also improving our support plans:

These are used during our visits and checks to make sure you are receiving the support you need, and refer tenants to other support or services as required.

Embrace Digital Communication and Engagement:

The Council must review, improve, and promote its online presence. We need to ensure that services are accessible and easy for residents to use.

We also need to look at different ways of using digital channels and platforms to increase our engagement, particularly when targeting different tenant demographics.

This includes asking residents to tell us how they want to be communicated with online so we know what works for them.

We also need to support those with low digital literacy and access through targeted education and information on available funding.

In particular for children who need access to laptops for education and laptops/SIM cards/smart phones.

Pride in our community

We are proud of our communities, and the Council will continue to look at how our estates can be improved. We also want to ensure residents feel valued.

We will therefore carry on with our popular resident awards.

We will also organise litter picks and clean ups and arrange for our contractors to support through social value.

In addition, we will celebrate our green spaces and continue to deliver our annual Havering in Bloom competition.

What else?

Door knocking and outreach

We can't always expect residents to come to us, so we go out to our residents.

We might ask specific questions on a theme, or maybe we are just putting up a gazebo and being visible for residents to walk past and tell us something that matters to them – or sometimes just to say hello.



We also need to capture data from these interactions to support evaluation and performance of our services.

All this can take place through our visits on estate days and walkabouts.

Ward councillors

They have a big role to play in supporting residents as local representatives. They are in the heart of communities and can be contacted if tenants are not satisfied or need help.

They are also key in engaging and informing communities of any outcomes or activity to support them.



Engaging and involving residents in helping us improve housing services

We want to get more residents involved in influencing, improving, and helping us design housing services. You told us that to do this we need to promote activities better, keep things simple and have something for everyone. We are committed to continuously improving the service we deliver to our residents.

So, whether residents want to be involved at a strategic, policy, standards or project level, influencing decision-making, or whether they would rather be involved on an estate level, perhaps contributing to estate or scheme improvements, we will offer information and access to our engagement activities. We will offer training and guidance if required, to ensure participants are able to fulfil their potential in engaging with Havering Housing Services.

We will

- Share performance information openly, starting with services chosen by residents
- Develop a new way for residents to check and challenge performance and value for money
- Make communication simpler and more effective

This will enable you to

- Voice your views at the level you want, whether a quick survey or formal meetings
- Read more about our involvement activities and the results

We hope that after reading this Tenant Engagement Strategy, as a resident, you will feel inspired to contact us and get involved in some way in making a difference and helping the Council to deliver an excellent housing service to each and every resident.

Contact us at - getinvolved@haverling.gov.uk

Website - <https://www.haverling.gov.uk/housing-1/housing-volunteers-panels-information-days-events>

Phone - 01708 433420

Measuring success

It is important that we track how well we are doing and improve when needed. We will do this by:

- **Inclusion:** That we have broadened engagement beyond “usual suspects”. In addition, people feel included and part of the process rather than bystanders
- **Empowerment:** Tenants have helped to shape and scrutinise services
- **Social Value:** That we have used social value more effectively to target employment support, reduce isolation
- **Partnerships:** We have got the best outcomes through internal and external collaboration with partners, contractors and other stakeholders
- **Resident Satisfaction:** Improvement in Tenant Satisfaction Measures (TSMs), especially around repairs, communication, and engagement
- **Participation Rates:** Increased the number and diversity of residents involved in panels, consultations, and events
- **Feedback Quality:** Volume and clarity of feedback received through surveys, audits, and engagement activities
- **Service Responsiveness:** Reduction in complaints and faster resolution times, particularly in repairs and housing support
- **Inclusion Metrics:** Engagement from underrepresented groups (e.g. younger tenants, ethnic minorities, disabled residents)
- **Impact Tracking:** Evidence of tenant-led improvements (e.g. estate enhancements, policy changes) and visibility of outcomes
- **Digital Reach:** Uptake of digital tools and platforms for engagement, including translated materials and accessible formats

- a. Establish a system of recording and using resident and customer testimonials as part of the communication process
- b. Review involvement activities for impact, effectiveness, popularity, access, and diversity
- c. Monitor compliance against the Social Housing White Paper
- d. Use family fun days as opportunities to gather feedback through surveys
- e. Form tenant focus groups to measure progress
- f. Show how tenants have helped influence policy and services
- g. Use TSM and other satisfaction and transactional surveys to gauge satisfaction levels
- h. Use customer surveys, complaints and vulnerability data
- i. Using consultation data from leaseholder and tenants for major works
- j. More tenants engaging with consultations
- k. Showing development of strategy in response to residents' feedback
- l. Annual publication of what we have done and achieved
- m. Increase by 20 per cent underrepresented group engagement by 2028
- n. Increase to 70 per cent residents using online tools by 2027
- o. Increase to 80 per cent resident repairs satisfaction by 2028
- p. Increase feedback quality to 500 actionable items per year



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