

LANDLORD SERVICES TENANT VOICE STRATEGY 2026 - 2029



1. Introduction

This strategy sets out how we will involve, empower and listen to tenants so that their voice influences decisions, shapes services and supports regulatory compliance.

The tenant voice is the collective views, experiences and feedback of tenants gathered through engagement methods.

2. Purpose

The tenant voice is essential to strengthening services, improving outcomes and ensuring regulatory compliance. This strategy aims to:

- Provide a clear and consistent approach to engaging tenants
- Meet the expectations of the Tenant, Influence and Accountability Standard
- Strengthen decision making through high quality tenant insight
- Support continuous improvement in services
- Provide assurance to the governing body and executive leadership
- Ensure engagement is inclusive, accessible and reflective of our communities



3. Strategic Objectives

Our strategic objectives outline the long term outcomes we want our engagement approach to deliver.

Objective 1: Enable tenants to influence decisions

We will offer flexible and transparent ways for tenants to influence policy, service redesign and strategic priorities.

Objective 2: Demonstrate accountability

We will show tenants how their views shape decisions and close the feedback loop through clear, accessible updates.

Objective 3: Ensure tenant voice is representative

We will ensure engagement opportunities reflect the diversity of our communities and are accessible to tenants in different circumstances.

Objective 4: Strengthen insight and data use

We will use feedback, satisfaction measures, complaints, service data and engagement outputs collectively to drive improvement.

Objective 5: Provide assurance to the governing body

We will provide clear evidence that tenant voice informs decision making and regulatory compliance.



4. Regulatory Alignment

This strategy aligns with the requirements of the Transparency, Influence and Accountability (TIA) Standard and the Consumer Standards Code of Practice.

Our approach aligns with requirements relating to:

- Openness and transparency
- Meaningful engagement
- Opportunities for tenants to influence decisions
- Accessible and inclusive involvement
- Evidence demonstrating how feedback informs services
- Publication of performance information



5. Engagement Principles

These principles guide how we will design and deliver tenant voice through engagement to ensure it is high quality, meaningful and fair.

We commit to being:

- Inclusive – providing opportunities for all tenants to participate
- Respectful – valuing every contribution
- Transparent – clear about how tenant voices influence decisions
- Evidence based – using insight to inform decisions
- Proportionate – matching engagement activity to the scale of the decision
- Feedback focused – demonstrating the difference tenant input makes



6. Tenant Voice Structure

We provide a range of opportunities for tenants to become involved and influence services as part of our flexible tenant voice model. This model is representative of how tenants tell us they want us to engage with them.

- Landlord Assurance Board (LAB) – regular consultation on policies, service standards and performance
- Task and Finish Groups – short term groups focused on specific topics or service areas
- Surveys - including Tenant Satisfaction Measures
- Focus groups and workshops
- Community based engagement – regular door knocks and drop in events
- Digital engagement (e.g., polls, quick surveys)
- Mystery shopping
- Feedback from officer visits, complaints and customer service contact

7. Governance and Accountability

This section outlines how tenant voice is governed, monitored and embedded across the organisation.

Governing Body

The Governing Body are the elected members of the council and ensures that tenant voice influences strategic decisions.

- Portfolio holder receives quarterly updates
- Scrutiny Commission and Executive Members review outcomes and recommendations
- Seeks assurance that the tenant voice is informing decisions

Executive Leadership

The strategic leadership team oversees the delivery of engagement across all housing (HRA) services.

- Ensures resources and organisational commitment
- Ensures services respond to tenant insight

Operational Teams

Operational teams take ownership hosting service-specific meaningful tenant voice opportunities.

- Use feedback to improve services
- Evidence actions taken
- Report outcomes through existing performance routes
- Report outcomes to tenants, closing the feedback loop



8. Priority Tenant Voice and Engagement Areas

Each year we will identify priority areas to ensure engagement focuses on the most important issues. An engagement delivery plan will be produced.

Priorities will be informed by:

- Tenant satisfaction results
- Complaints themes
- Performance data
- Planned service change or transformation
- Safety and quality requirements
- Local neighbourhood issues

9. Inclusivity and Accessibility

We are committed to ensuring engagement opportunities work for everyone. We will:

- Offer varied and flexible routes for involvement
- Monitor participation to ensure diversity and representation
- Provide reasonable adjustments where needed
- Address barriers such as digital exclusion, language or accessibility needs
- Avoid over reliance on a small number of tenants

10. Measuring Success

We will measure progress using a combination of quantitative and qualitative indicators.

KPIs (Key Performance Indicators)

- Participation numbers
- Diversity of involvement
- Completion of scrutiny actions
- Satisfaction with opportunities to be heard
- Relevant Tenant Satisfaction Measures on listening and responding

Qualitative Measures

- Evidence of decisions shaped by tenant views
- Case studies showing improvements driven by tenant insight
- “You Said, We Did” updates in the tenant newsletter, online, and directly to tenants involved in engagement activity

11. Review

This strategy will be reviewed every three years, or sooner if regulatory changes or tenant feedback indicate the need for an earlier review.

