

Housing Tenant Engagement Strategy 2025 – 2028



Havering
LONDON BOROUGH

Index

| | |
|----|--|
| 03 | Foreword |
| 04 | Introduction |
| 05 | Key responsibilities and actions |
| 07 | Key features of the Social Housing (Regulation) Act 2023 |
| 08 | Tenant engagement recommendations from the act |
| 09 | What is the timeline for Awaab's Law? |
| 10 | What have we done already? Case studies |
| 16 | Data on the borough's housing, tenants and service |
| 17 | TSM (Tenant Satisfaction Measures) survey |
| 19 | Complaints |
| 20 | What do we know about our tenants? |
| 24 | What conclusions can we draw from this information? |
| 25 | Aims and objectives of the strategy |
| 29 | Implementation plan |
| 32 | Improving our engagement activity |
| 35 | Pride in our community |
| 36 | What else? |
| 37 | Measuring success |

Foreword

A lot has happened since the last strategy was agreed in 2022 and you will see references to this as you read through.

In particular there is new legislation following the terrible Grenfell fire which is still shaping housing policy and the safety of our homes. In particular, it has rightly put residents in our Council homes at the front and centre of everything we do.

This strategy sets out how all our social housing residents need to be better involved and listened to when we deliver changes to our services.

There has also been other policy changes such as Awaab's Law, following the sad death of a child from damp and mouldy housing conditions. This is taken extremely seriously by the Council. We are committed to making sure everyone has a safe and warm place to live.

This is why this strategy is so important in setting out our plans on how we will improve our engagement with our residents. Your feedback is also important as it will help us continue to improve our plans going forward as it doesn't just end with the strategy.

Councillor Paul McGeary

Cabinet Member for Housing and Property





Introduction

Since our last strategy (2022–2025), the national regulatory framework for social housing has changed.

Following the Grenfell Tower tragedy (2017), Parliament strengthened the voice of residents, their safety and the accountability of councils through the Social Housing Regulation Act 2023 and new Consumer Standards (from April 2024).

Awaab Ishak, a two-year-old boy from Rochdale, died from a respiratory condition caused by exposure to mould in 2020. From 27 October 2025, the first phase of Awaab’s Law introduced fixed legal timeframes for social landlords to investigate and remedy emergency hazards and significant damp and mould—with further hazards phased in during 2026 and 2027.

This strategy sets out how Havering Housing Services will meet those expectations by putting residents at the heart of how services are improved and decisions are made.

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.

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.

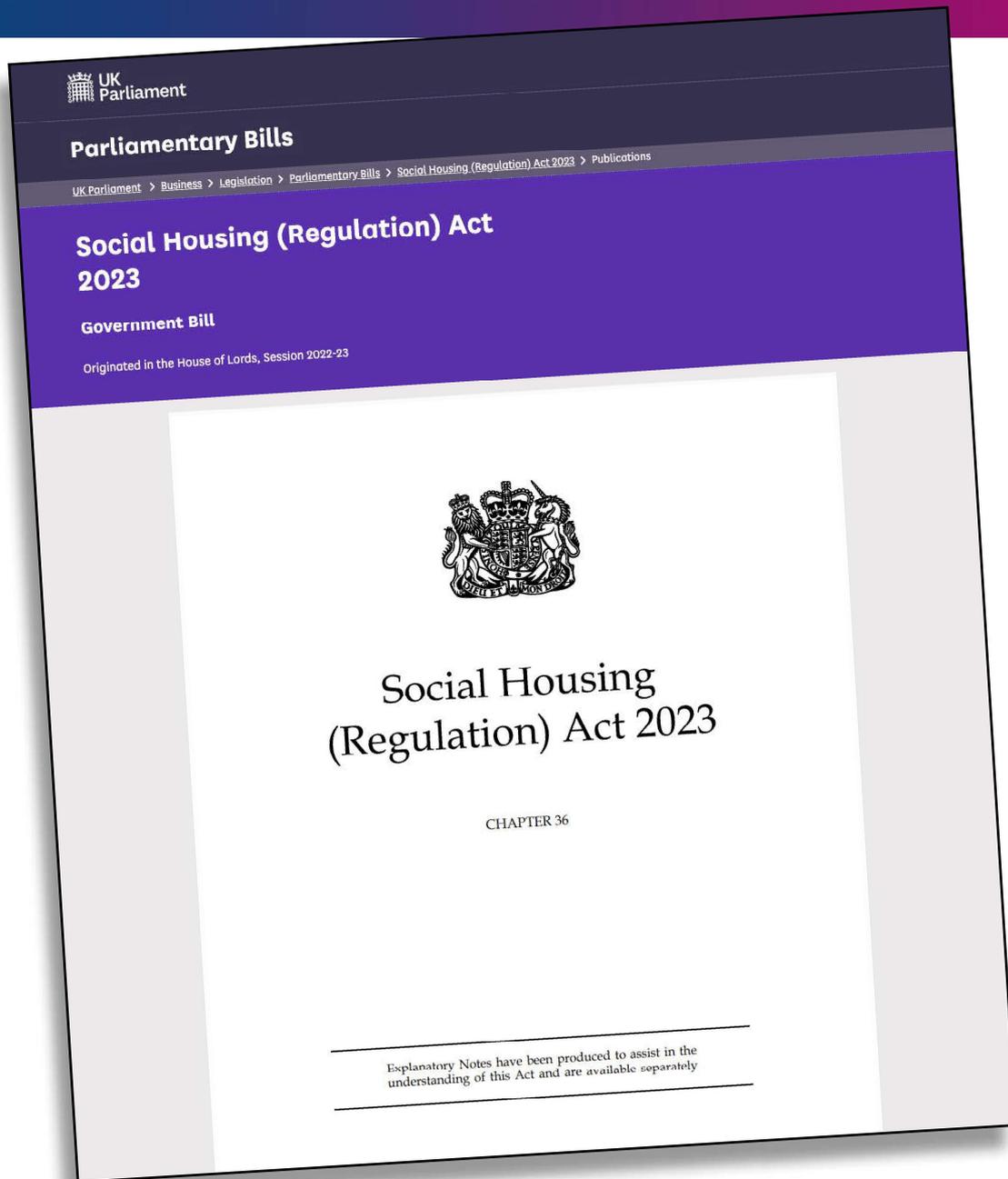
Monitor and support vulnerable tenants in high-risk buildings.

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:

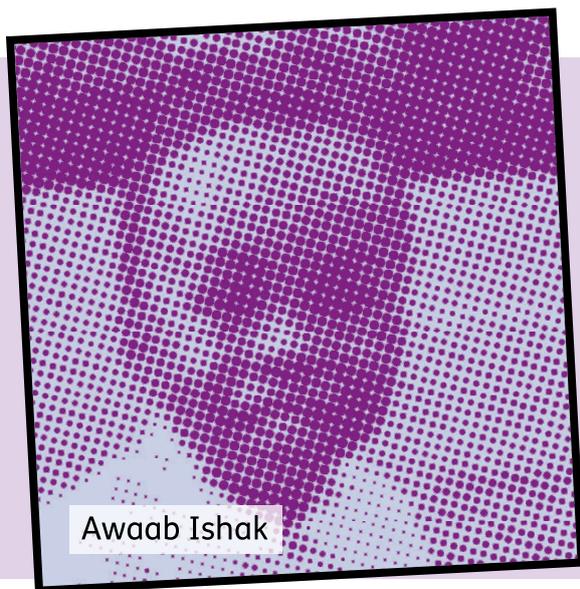
- 1. Enhanced Regulator Powers:** The Act strengthens the Regulator of Social Housing's (RSH) role in regulating landlords, providing them with more powers to ensure standards and address issues.
- 2. Resident Empowerment:** The legislation aims to give residents greater powers and improve access to 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.

Another change comes from Awaab’s Law, which is new UK legislation requiring social landlords to investigate and repair damp and mould and other hazards within set timeframes, starting from October 2025, with full implementation by 2027.

This new Housing Tenant Engagement Strategy reflects these legislation changes.



What is the timeline for Awaab's Law?

From October 2025 (Phase 1): Emergency hazards **and** significant **damp & mould** hazards subject to fixed timeframes.

2026: Extends to further Housing health and safety rating system (HHSRS) hazards (excess cold/heat, falls, fire/electrical, hygiene/food safety).

2027: Extends to **all remaining HHSRS hazards** (except overcrowding).

How will tenant engagement support Awaab's Law?

Quick hazard triage via door-knocking days, clear scripts, with agreed decant messaging in case they need to be moved for repairs or other, and resident guides in accessible formats.



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.



What have we done already?

- 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.



What have we done already?

Cost of Living case study

The Resident Engagement Team have played a significant role in the success of Havering Council's Emergency Assistance Scheme in response to the Cost of Living crisis with thousands of Havering residents having received vital support.

The scheme aims to reduce health inequalities for residents over the age of 50, increase benefit uptake and improve access to services that promote independence, health and wellbeing, and social inclusion.

Since the start of the project, the Council's Emergency Assistance Scheme has generated over £2 million additional income in benefits for clients.

The project has also supported over 20,000 children during school holidays with food and other essentials, distributing a total of £469,325 to residents.

The support continues to provide essentials such as food, heating, and household appliances to those most in need.

Also included within the scheme was the High Energy Usage Medical Equipment (HEUME) initiative, which has provided direct financial support to over 1,200 residents who rely on energy-intensive medical equipment at home.

Other support has included offering a week off in paying rent to council tenants transitioning from Universal Credit to Housing Benefit and providing furniture to help people sleeping rough when moving into their own accommodation.

By signposting and referring residents to benefits and money advice, services that reduce isolation, support greater independence at home, and improve access to transport, the Resident Engagement Team have ensured help reaches those who need it most.

“The support I received meant I could keep my home warm and afford food for my children. The team explained everything clearly and made me feel valued.”

What have we done

Family Summer Fun Days

Having free Family Summer Fun Days, hosted by the Housing Resident Engagement Team, are enjoyed by thousands of visitors each year.

The four summer events in 2025 provided young attendees with the chance to enjoy bouncy castles, face painting, children's entertainment and a free lunch.

These events are also an opportunity for the team to engage families and residents with children who may need additional support, such as those who have accessed the Council's Emergency Assistance Scheme.

By ensuring access to services at events for those who are in need of financial assistance, information and support can be made available to them by relevant partners.

In 2025, partners included the NHS and the Council's Youth and Children Teams, have received referrals to vital services directly from Family Summer Fun Days visitors.

- 255 referrals were made to vital services such as NHS and Youth Teams directly from attending events.
- Families accessed information on cost-of-living support, welfare advice, and housing services.
- Positive resident feedback highlighted the friendly atmosphere and practical help available.

“ I came for the kids' activities, but I ended up speaking to the housing team about repairs and got advice on benefits. It made me feel listened to and supported. It wasn't just a fun day—it really helped my family. ”



What have we done already?

Football and basketball sessions

Following a successful Sport England bid to fund football and basketball sessions throughout Havering, 1650 children joined school holiday sports sessions throughout 2025.

The sessions delivered in collaboration with the Metropolitan Police, Havering Council's Sport Development Team and the holiday activities and food programme (HAF), have contributed to various positive outcomes.

As a result of the football and basketball activities targeting crime hot spots in Harold Hill, a combined 40% reduction in youth anti-social behaviour has been recorded by the police across these hot spot locations.

The sessions also promote healthy eating and physical activity, which both support Havering's Obesity Strategy, with 45 children having progressed onto local football and basketball clubs, further developing their sporting abilities.

Other positive outcomes include youth engaging with the other youths, adults, business and community representatives. These include fostering stronger relationships and boosting social interactions with the local policing team and The Co-Operative Group, who generously provide water and fruit at each session.

Due to the achieved outcomes, these events have been successful, Havering Council, in collaboration with the Metropolitan Police, are establishing further football and basketball sessions throughout 2026 in areas of recorded high youth anti-social behaviour.



What have we done already?



Resident Participation Panel case study

The Resident Participation Panel (RPP) was established in 2016 by Havering Council to strengthen collaboration between residents and the Council in improving housing services across the borough.

The panel, who are trained in tenant engagement, has grown to include 20 tenants and leaseholders across Havering. The RPP provides a structured, resident-led forum that influences decision-making and service delivery.

Across dedicated sessions, the RPP deliver strategic oversight, performance review, the shaping of policy, and contribute to service improvements.

Recent contributions from the RPP include vital input into the Housing Allocations Policy, Estate Strategy and informing the approach to resident inspections.

The RPP continues to benefit housing tenants and leaseholders across the borough as a platform for meaningful dialogue, positive feedback, and collaborative problem-solving.

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 & 25/25 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 & 25/25 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 & 25/25 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 & 2025/25 (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 & 25/25 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 & 25/25 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 & 25/25 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)

** 22024/25 & 2025/25 (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**

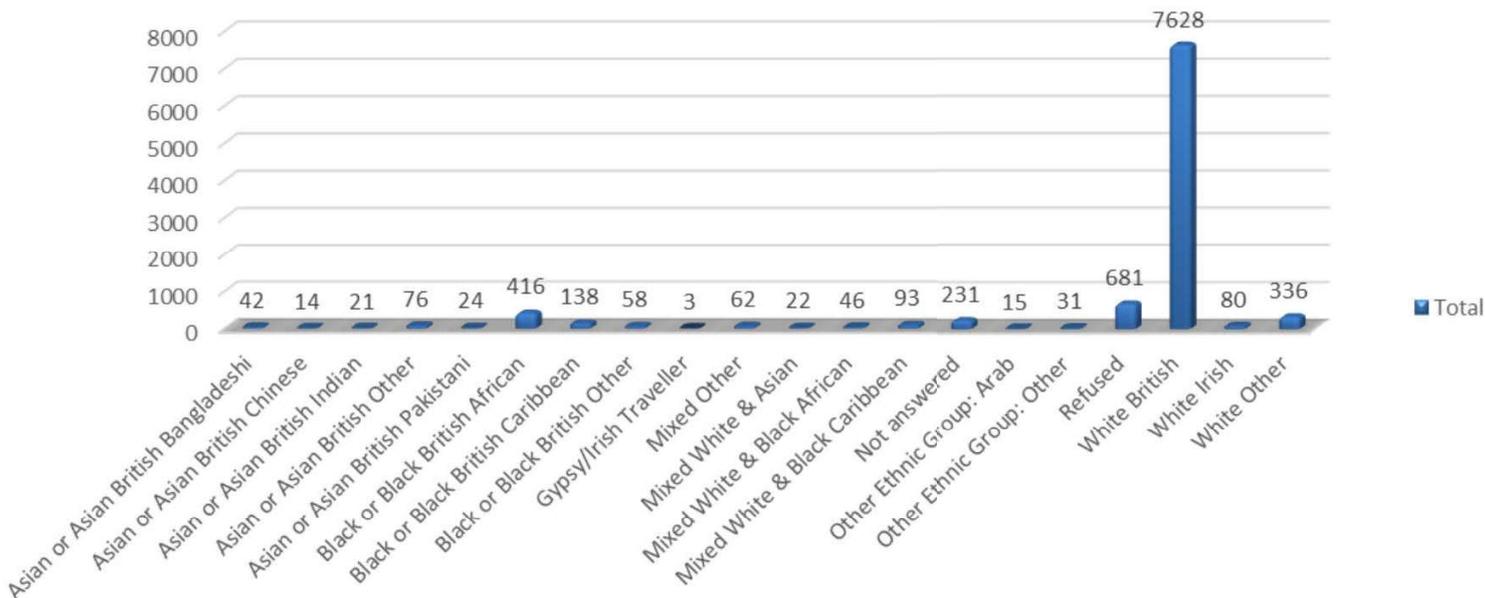
The area where most complaints received are around ‘repair/replacement’ where we have not got the first repair request right. This is being reviewed, and we are working to ensure that we are getting it right the first time.

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

What do we know about our tenants?

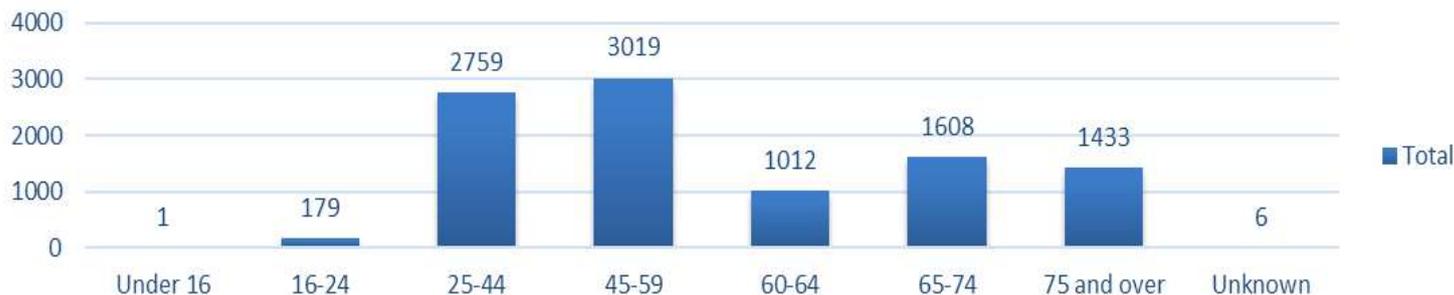
Over the next few pages we will look at who our residents are in more detail.

Ethnicity



Around two thirds of our tenants are women and 72.84% are of white British decent. The next largest group are black or black British African. There are a number of other ethnic groups that show that there is wide-ranging diversity amongst our tenants.

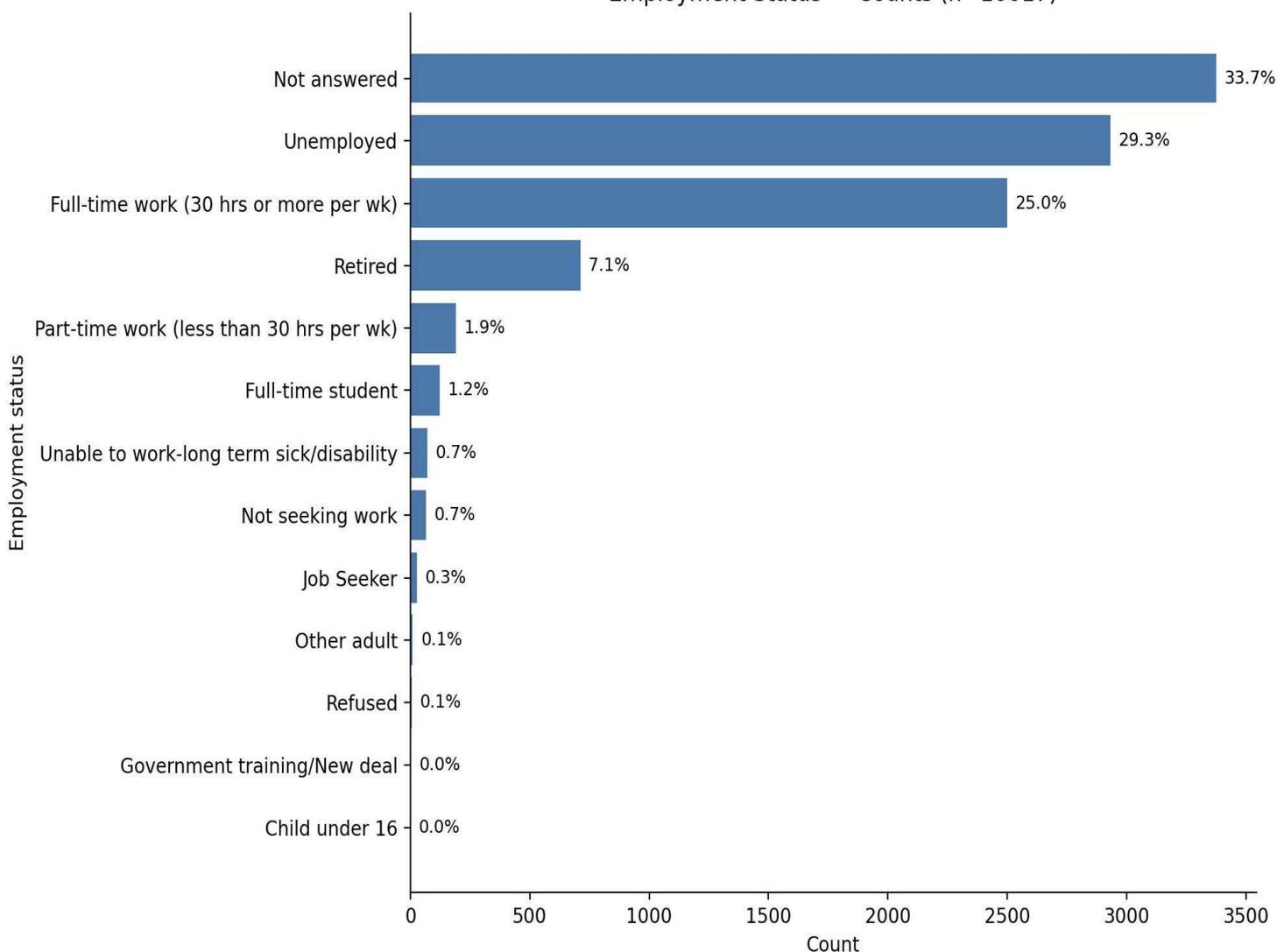
Ages



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.

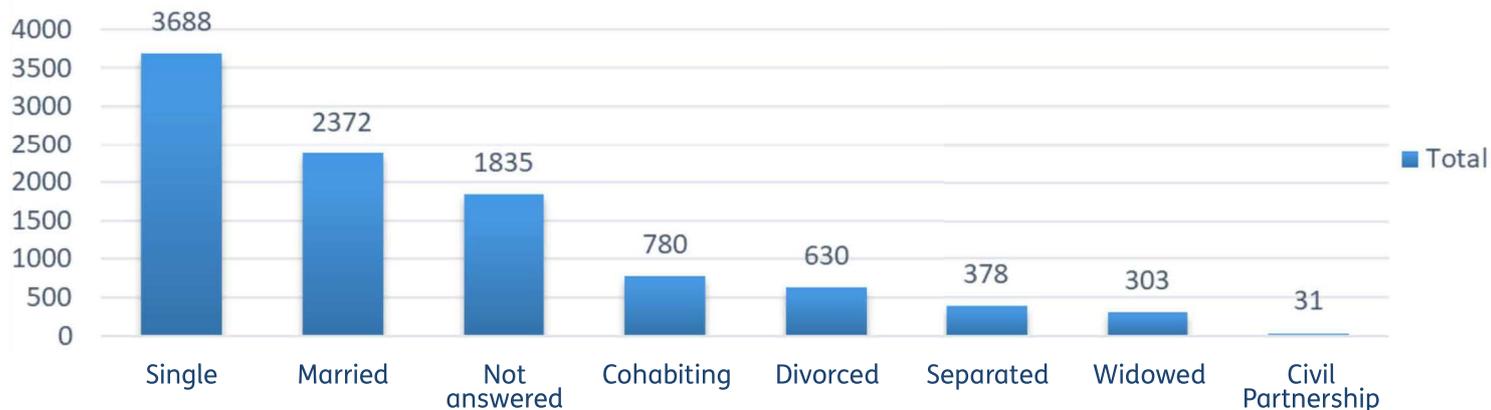
Employment

Employment Status — Counts (n=10017)



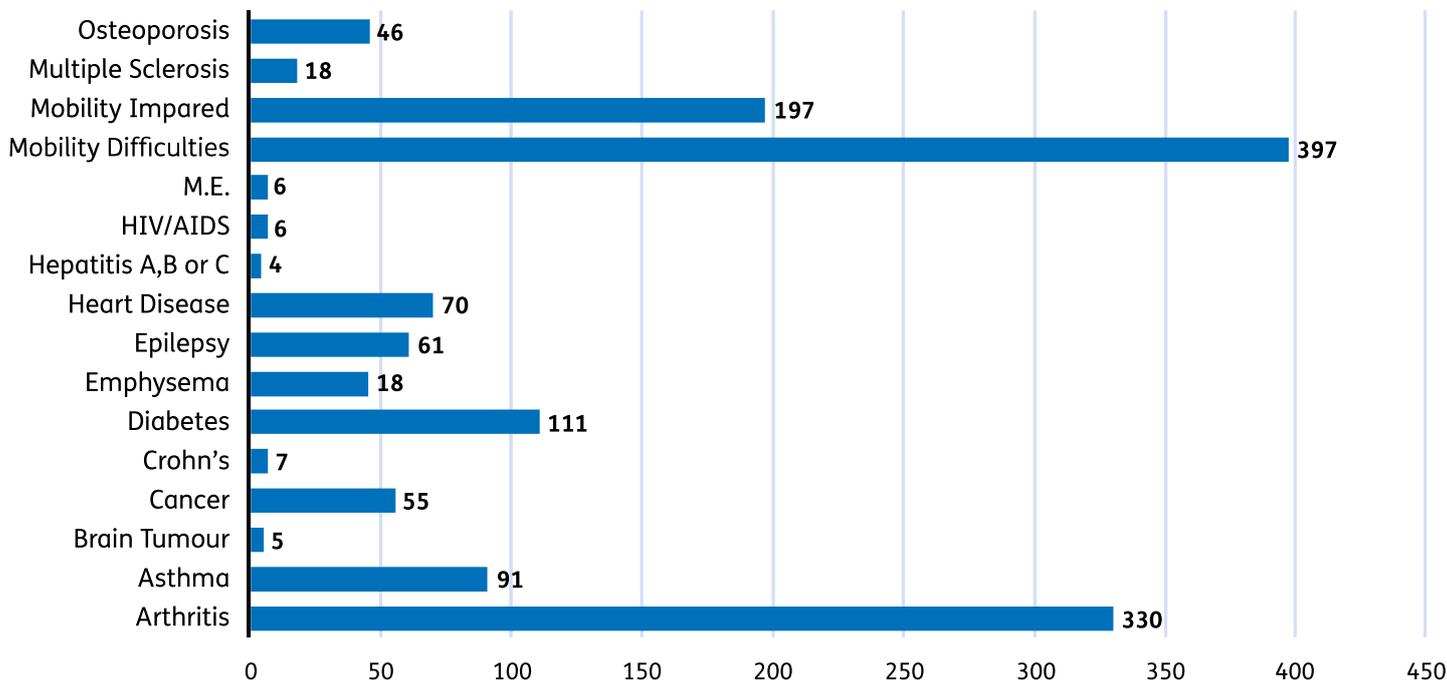
Many tenants are unemployed or did not answer (2931 and 3374), 2,500 tenants are fully employed and 122 tenants work part-time.

Marital Status



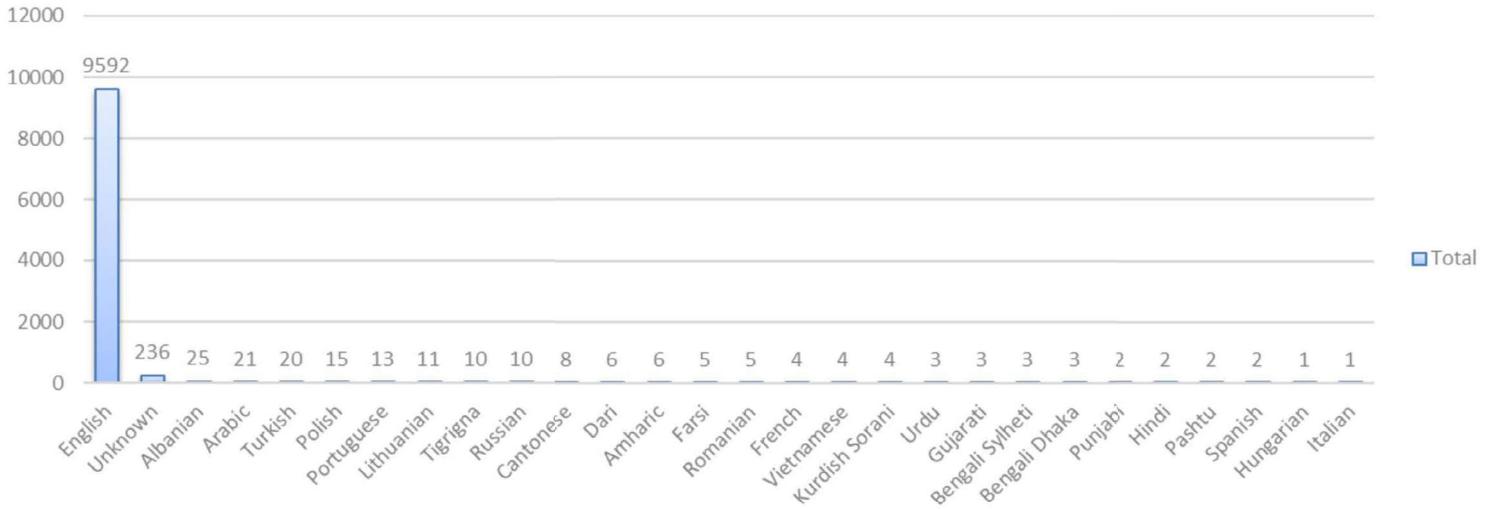
There are a large number of single residents.

Disabilities



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

Language



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

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.

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?

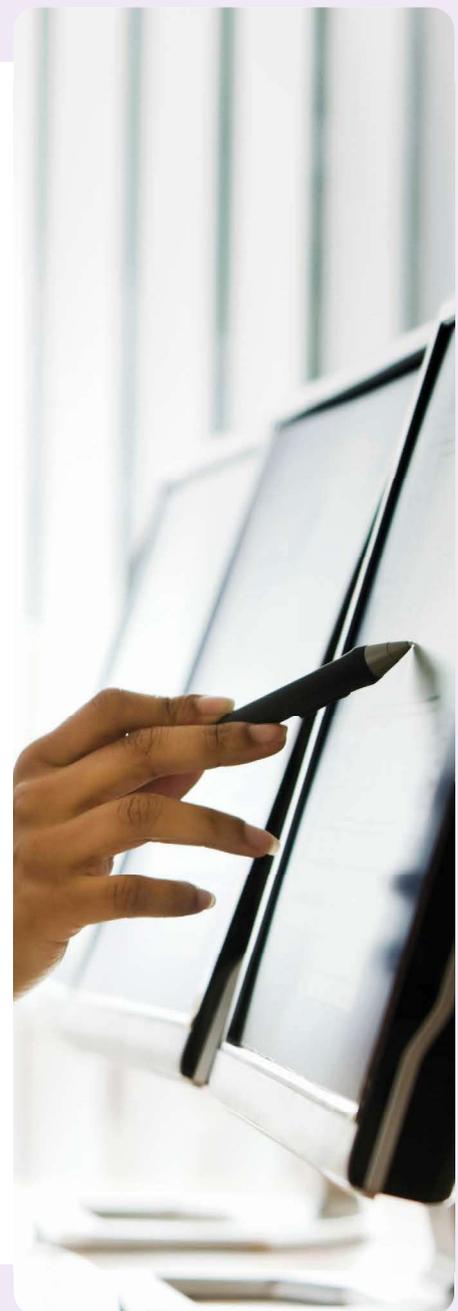
Objective 1:

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 2026**.
- Increase survey response rates by **15% by March 2027**.
- Publish **quarterly engagement reports** starting **April 2026**.



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.
- Involve residents in senior management recruitment and policy development.
- 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 2026** (10 members each).
- Resident representation in **100% of senior recruitment panels** by **March 2027**.
- Increase participation in RPP meetings by **25% by December 2027**.



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% of events by June 2026**.
- Launch digital platform by **Sept 2026**, with **500 active users by March 2027**.
- Deliver **four training sessions per year** starting 2026.

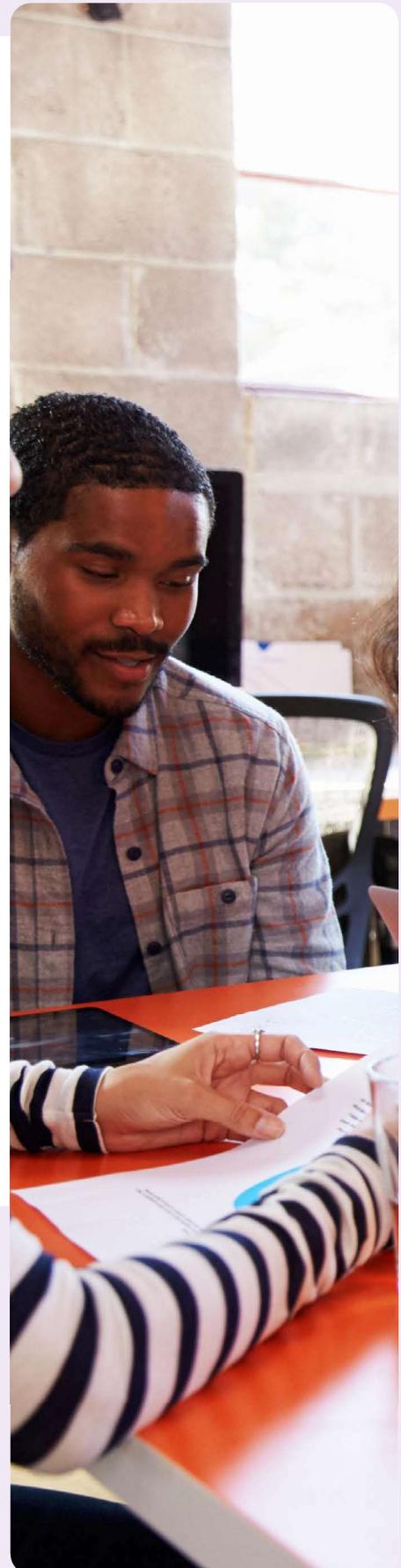


Objective 4: Strengthen feedback loops and accountability

- 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 **bi-annual 'You Said, We Did' reports starting July 2026.**
- Improve complaints satisfaction from **28.9% to 50% by March 2028.**
- Achieve **90% transparency compliance by December 2027.**



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, digital and other communications such as newsletters and information events.



Engage and Involve Residents:

In order to ensure we really hear the voice of our residents we will look to do the following:

Develop area panels

We will form Area Boards for North and South of the borough that correspond to the strategic housing areas. Each Board will be made up of members that are nominated by their registered tenants and residents associations and self-nominated residents. Area boards will focus on service improvements and monitoring the performance of the area housing officers and its contractors.

Strategic Board

The Resident Engagement Strategic Board will be made up of the Chairs and Vice Chairs of Area Panels with additional seats available for resident representatives from other groups representing Sheltered Housing, TMOs and housing associations. This group of residents is responsible for planning and organising assemblies, commissioning task & finish groups, and is focused on ensuring residents are considered in service improvements and initiatives.



Area Panels (North and South):

Open-membership panels that review local performance and agree area improvement priorities.

Topic Panels: Resident panels on Repairs & Assets, Building Safety, ASB and Communications.

Inclusive Forums: A Young Residents' Forum and routes for disabled residents, carers and minority ethnic groups to get involved.

Annual Assembly: An annual public meeting where we publish the workplan, budget headlines and “You said, we did.” Where appropriate, we’ll invite Registered Providers as observers on specific topics; they will not be standing members of our panels.

To show real collaboration, the Resident Engagement Strategic Board can commission these to scrutinise housing services. Services areas are recommended by Area Boards and decided following discussion and consideration with Council officers.



Improving our engagement activity

We already have the following in place:

- Resident Participation Panel (RPP) which is our main resident forum and scrutiny hub, meeting quarterly with ad-hoc sessions as needed.
- Consultations: Allocations Policy, Regeneration schemes.
- Events: Sheltered Housing Surgeries, Rough Sleeper Conference.
- Support: Welfare calls, youth activities, tenancy audits.



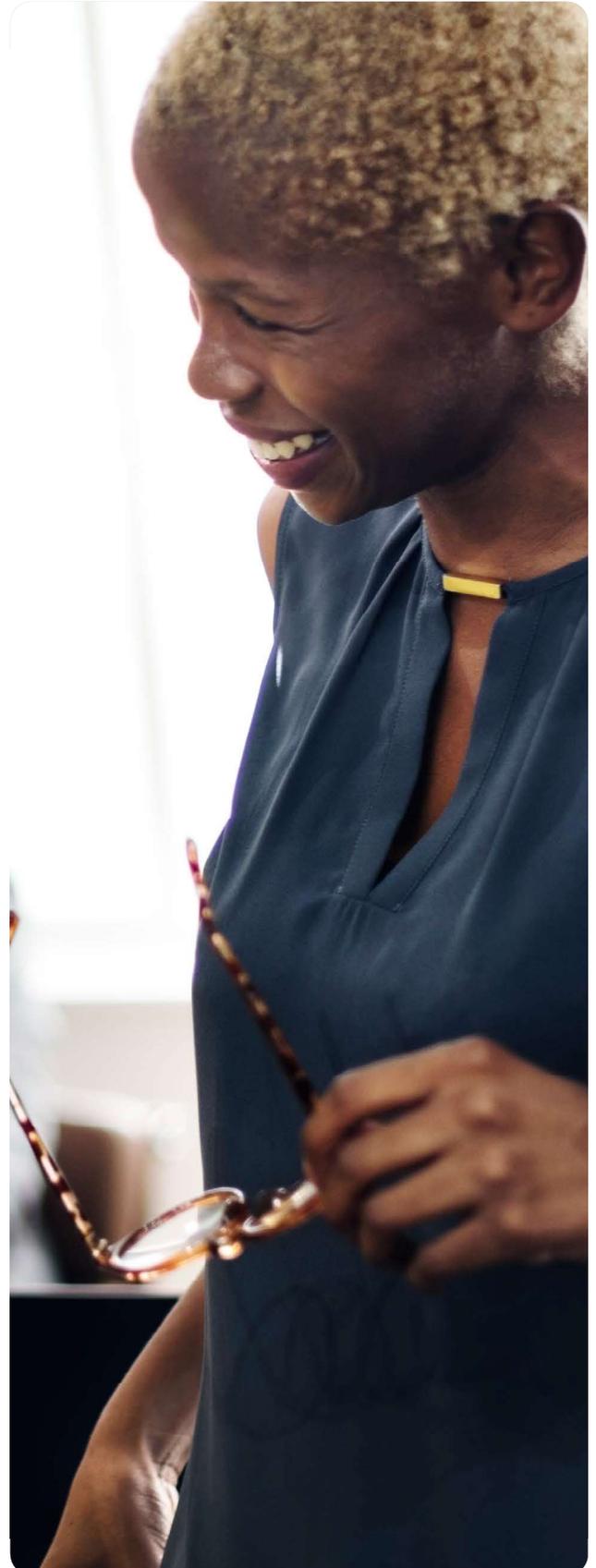
We, therefore, need to continue developing a range of engagement activities for all to get involved and contribute to. Surveys and focus groups will help us ensure that residents are being supported and that the engagement activity is targeted correctly. We also need to ensure we actively promote the engagement activities available to ensure residents are able to participate.

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, in particular black African.
- Young people

All these groups need tailored engagement opportunities such as:

- Community events and other opportunities to reduce isolation (this can include door knocking).
- A disability forum.
- Mental health support activities.
- Elderly and retired events, such as afternoon teas and Sunday lunches.
- Festivals and celebration of diversity.
- Youth forum and events.
- Develop an annual £50k Tenants Fund (could be boosted by social value) to bid for community events or projects.



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 twice 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 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 or even refurbished equipment.

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

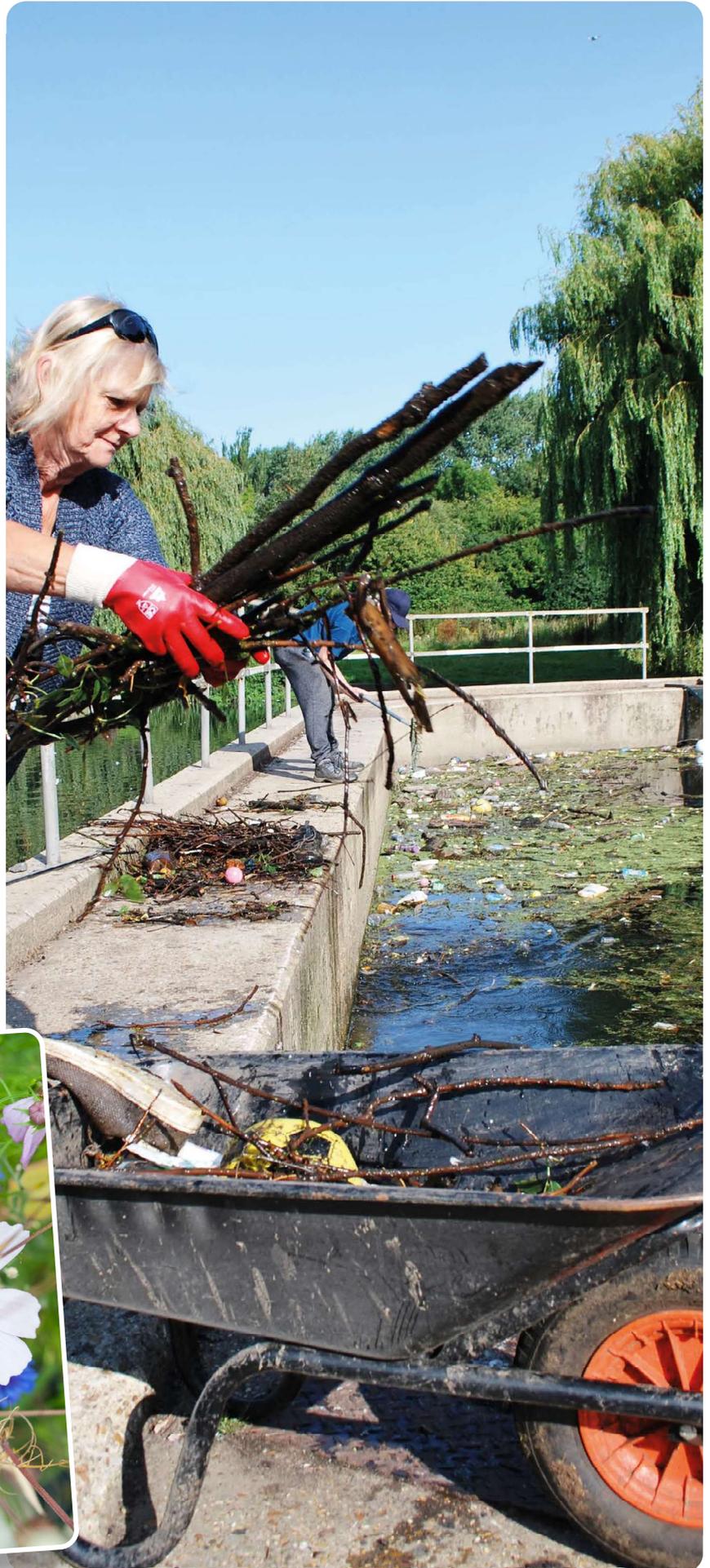
Pride in our community

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.



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.

It is important that we evaluate and report on our progress, so we will:

- 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% underrepresented group engagement by 2028.
- n. Increase to 70% residents using online tools by 2027.
- o. Increase to 80% resident repairs satisfaction by 2028.
- p. Increase feedback quality to 500 actionable items per year.



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