

Tenant and Leasehold Engagement Strategy

Version Control			
Version	Author	Date	Changes
0.1	Kerry Clare	17/09/2026	



Introduction

The London Borough of Redbridge Housing Service recognises the crucial role that tenants and leaseholders play in decision-making processes due to their lived experiences. We are steadfast in our commitment to providing high-quality social housing and embedding a culture of influence and engagement across Redbridge housing service. This strategy outlines our vision and approach for the future, ensuring that tenants and leaseholders feel valued, listened to, and cared for.

The new Transparency, Influence and Accountability Standard offers an improved framework for resident engagement, going beyond traditional consultation. Redbridge is committed to fully implementing this Standard to incorporate resident perspectives and influence into its practices.

To develop our strategy, we worked closely with Tpas, tenant engagement experts, who were commissioned to support the Housing Service to embed engagement across the housing service. Utilising Tpas' innovative Re-engineering Engagement methodology, we built a team of staff, tenants and leaseholders who worked together to create a new framework. This approach introduced significant concepts such as lived experience and the understanding of 'silent voices', reflecting best practice identified by the Housing Ombudsman.

Using co-creation techniques, we drew on the experiences of both tenants and leaseholders and staff, ensuring their voices were integral to the Strategy. The project emphasised the importance of leadership, communication, effective structures and processes, and appropriate resources in delivering engagement and influencing opportunities.

In addition to the work we did with Tpas we also met with tenants and leaseholders throughout the process of shaping this document to ensure our delivery plans matched what our tenants and leaseholders wanted. This is what they said:

- how we will embed involvement from start to finish
- how we will use feedback and act on it
- tell them what we need to improve on
- provide progress for each priority
- how we will make engagement opportunities accessible to all
- tell them where they can find out about engagement opportunities

The Tenant and Leaseholder Engagement Strategy aims to foster a culture of inclusivity and empowerment, ensuring that all tenants and leaseholders are given the opportunity to influence decision-making processes and improve their living conditions. By actively engaging with tenants and leaseholders and valuing their input, we can create a more responsive and effective Housing Service that meets the needs of ethnically diverse communities living in Redbridge.

About Redbridge Housing

There are around 7000 homes occupied by tenants and leaseholders across the borough. The Housing Service is responsible for providing the housing management service to

these tenants and leaseholders, which includes communicating, engaging and involving everyone in the way that their home 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 have one TMO in the borough – Ray Lodge TMO – that we work closely with as part of the wider estates and communities that Housing Services manage directly.

Local and National Context

The Tenant and Leaseholder Engagement Strategy aligns with both local and national standards and regulations, ensuring compliance and best practices in housing management.

The Social Housing (Regulation) Act 2023

The Social Housing (Regulation) Act 2023 is a landmark piece of legislation in the UK aimed at improving the regulation of social housing and ensuring better living conditions for tenants. It introduces significant reforms, including:

- Strengthening the powers of the Regulator of Social Housing to enforce standards and conduct regular inspections of large social housing providers.
- Introducing stricter requirements for social landlords to address hazards like damp and mould within set timeframes, known as "Awaab's Law".
- Enhancing transparency and accountability by requiring social housing managers to meet new professional qualification standards.
- Empowering the Housing Ombudsman to issue guidance and enforce best practice among landlords.

The Act was passed in response to systemic issues highlighted by tragedies like the Grenfell Tower fire and aims to ensure tenants have safe, warm, and decent homes.

As a social housing tenants and leaseholders, you should expect:

- To be safe in your home
- To have your voice heard by your landlord
- To know how your landlord is performing
- To have a good quality home and neighbourhood to live in
- To have your complaints dealt with promptly and fairly
- To be treated with respect
- To be supported to take your first step into ownership

The new Consumer Standards are:

1. Safety and Quality Standard:

Ensures tenants live in safe and decent homes.

Requires landlords to maintain properties to a high standard and address safety issues promptly.

2. Transparency, Influence, and Accountability Standard:

Mandates that landlords are transparent in their operations and decision-making processes.

Encourages tenant involvement in shaping services and holding landlords to account.

3. Neighbourhood and Community Standard:

Focuses on the management of communal areas and the promotion of community well-being.

Addresses issues such as anti-social behaviour and the upkeep of shared spaces.

4. Tenancy Standard

Ensures fair and respectful treatment of tenants.

Covers aspects like tenancy agreements, rent policies, and support for tenants to maintain their tenancies.

The Tenant Satisfaction Measures

As part of the Transparency, Influence and Accountability Standard, these measures include both performance and perception indicators. Landlords must report annually on their performance, with tenants completing a yearly satisfaction survey.

1985 and Housing Act 1996

Local authority landlords are required to inform and consult secure and introductory tenants about major changes in housing management, such as service provision, maintenance, improvement, demolition, and related amenities.

The Housing Ombudsman Service (HOS)

Since April 2024, the Housing Ombudsman's revised Complaints Handling Code enforces stricter response times. Accordingly, our Complaints policy has been updated.

Building Safety Act 2022

Social landlords must have an Engagement Strategy to involve tenants and leaseholders in building safety decisions, reviewing it at least every two years.

Building Safety Regulator

The Building Safety Regulator, established by central government, sets expectations for social housing landlords, especially for high-risk properties. Landlords must engage all residents and owners aged over 16 in safety decisions and provide clear contacts for safety concerns.

Relevant council policies and strategies

Redbridge Housing Strategy

Our Housing Strategy sets out our priorities and vision across housing for the next five years and will shape how we deliver housing related services to those who live in Redbridge. We've listened to you to find out what's important and the changes you want to see across the services we provide. The Strategy sets out our commitment to:

- Increase the supply of housing, particularly for local people on low-incomes and families.
- Provide the homes that vulnerable tenants and leaseholders need and supporting people to help prevent them from becoming homeless.
- Improve the quality of homes, to make them healthier places to live and increasing their energy efficiency.
- Make sure that we put tenants and leaseholders first by being easier to contact and dealing with their concerns effectively.

Redbridge Plan 2022-26

The Redbridge Plan 2022-26 is our corporate plan and describes the priorities of the Council following local elections in May 2022.

The document describes tackling poverty and building a cleaner, greener, fairer, and healthier borough, as the Council's key ambitions.

It also aims to address the borough's unique challenges whilst unleashing its untapped potential following a period of uncertainty caused by the COVID-19 pandemic.

It also considers the current economic backdrop and pressures on local people caused by the 'cost of living' crisis and sets out ideas for improvements at the Council to guarantee it can operate within its budget.

The document sets out the Council's ambitions and is structured into four themes, namely:

- Safe and Healthy
- Homes and Neighbourhood
- Jobs and Skills
- Clean and Green

Resident Engagement Policy

The Policy explains how the Strategy is put into action. It sets out:

- The engagement methods we use
- How residents can get involved at different levels
- How tenant and leaseholder scrutiny operates
- How we provide feedback and monitor impact
- How concerns or complaints about engagement are handled

The Policy focuses on how engagement works in practice, including roles, responsibilities and processes.

Our Vision for Redbridge Housing Service

Our vision is to foster an environment where tenants and leaseholders enjoy living in their homes and feel safe in their neighbourhoods. This can be achieved through meaningful and inclusive engagement that allows tenants and leaseholders to express their views and opinions. Our ambition encompasses the following objectives:

- Ensuring that we are reaching tenants and leaseholders from various parts of the borough, making certain all voices are heard and that they have a stronger influence on decisions that impact them
- Increasing the number of tenants and leaseholders engaged in our processes because the more people we work with, the better and more informed our decisions, policies and strategies will be.
- Providing numerous opportunities for tenants and leaseholders to get involved and have their views considered in decision-making processes.
- Recognising that every individual has different learning styles and lifestyle commitments. Therefore, we aim to offer a range of activities that are convenient for tenants and leaseholders to select from, catering to their preferences.

Levels of Engagement

We recognise that tenants and leaseholders have busy lives and to facilitate varied levels of engagement, we have produced a framework that sets out our engagement and influence offer.

Framework

The Housing Service will engage with tenants and leaseholders across the borough through a comprehensive Tenant and Leaseholder Influence and Scrutiny Framework. This framework is designed to ensure that tenants and leaseholders can influence decision-making processes, including the setting of policies and service improvements.

The framework will allow tenant and leaseholders to get involved in a variety of ways, including:

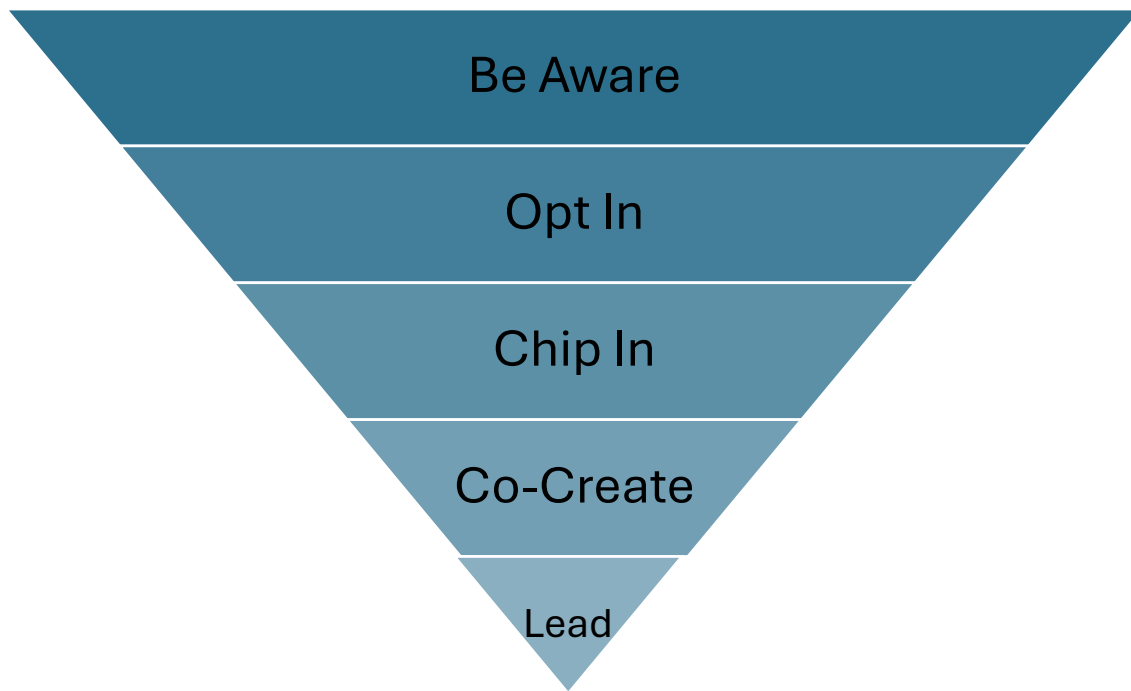
Be aware: Read newsletters, website, bulletins etc.

Opt in: Add their name to the Housing Tenants and leaseholders Voice to be consulted on areas of interest.

Chip in: Complete surveys and attend local engagement.

Co-Create: Scrutiny

Lead: Through the Tenant and Leaseholder Influence and Scrutiny Panel.



Tenants and leaseholders can opt in based on their choice, time constraints, and interests. We are committed to delivering engagement events at various times of the day and on different days to ensure that everyone who wishes to participate can do so. We will promote these opportunities and report on engagement at each level. The Regulator for Social Housing has been clear about the expectation to see evidence of tenants' and leaseholders' influence on services. The framework will build on this expectation by ensuring that insights from tenants and leaseholders through day-to-day interactions, complaints, satisfaction surveys, and formal engagement routes are used to improve our services and that there are sufficient options for tenants and leaseholders to be heard. We recognise this has implications for how the Housing service is governed, and the need to make space for tenant and leaseholder influence is prominent in our future plans.

Strategic Priorities

The Tenant and Leaseholder Influence and Scrutiny Framework is underpinned by several key strategic priorities that guide its implementation and ensure that engagement is meaningful, effective, and leads to continuous improvement in housing services across the borough:

Inclusive and Accessible Engagement: The framework removes participation barriers by providing varied options based on tenants' and leaseholders' preferences, availability, and interests. Events are scheduled flexibly throughout the week and at various times to ensure all interested individuals can take part.

Clear Communication and Feedback: Maintaining open lines of communication is a core priority. The framework leverages newsletters, websites, bulletins, and direct consultations to provide timely and transparent information. It also ensures that feedback from tenants and leaseholders is actively sought, acknowledged, and acted upon, fostering trust and accountability in the decision-making process.

Strong Resident Influence on Services: Tenants and leaseholders are empowered to influence policies and service improvements at multiple levels, from completing surveys and attending local events to participating in co-creation activities and taking leadership roles on the Tenant and Leaseholder Influence and Scrutiny Panel. This priority ensures residents' voices are central to shaping housing services.

Learning from Complaints, Surveys, and Scrutiny: The framework seeks to continuously enhance services by systematically capturing, analyzing, and responding to insights from day-to-day interactions, complaints, satisfaction surveys, and formal engagement routes. By learning from resident experiences and feedback, the Housing Service identifies actionable improvements and demonstrates responsiveness to the needs and expectations of its community.

Together, these strategic priorities ensure that the framework not only facilitates robust engagement but also drives service improvement, fosters a culture of transparency and accountability, and delivers positive outcomes for tenants and leaseholders throughout the borough.

Measuring Success

Success will be assessed by tenant and leaseholder engagement, service improvements, satisfaction levels, and complaint trends.

Measurement Indicators

It will always be difficult to track the specific impacts of tenant and leaseholder engagement and know for certain that the changes we see are because of our approach. The obvious exception is service improvement activity, where tenant and leaseholder input is instrumental to the service design. If we create more opportunities for tenants and leaseholders to shape services in this way, we can be sure our approach is delivering what we expect. The effects of our approach on satisfaction, however, may be less obvious and direct.

- Number and diversity of tenants/leaseholders engaged
- Engagement Projects completed
- Service improvements implemented
- Identify themes in complaints that can be best resolved by engaging with residents.
- Satisfaction with how well we listen to and communicate with residents should improve over time.

Equality and Diversity

The Council is committed to treating all tenants with fairness, respect, and professionalism, regardless of their personal characteristics.

To ensure equal access to services, the Council will provide this strategy in multiple languages and formats upon request.

We will seek out the views of communities or persons who experience barriers and ensure we understand and address them

Complaints

Concerns or complaints about engagement activity will be managed through the Council's Complaints Policy and the Housing Ombudsman route where appropriate.

Monitoring and Review

We will monitor and review to ensure the Strategy continues to meet its objectives and provide improved outcomes.

Review

The Strategy will be reviewed every three years in consultation with tenant representatives, staff and other stakeholders unless there are any reasons, such as legislative changes, requiring that it be reviewed earlier.

Directorate	Resident Engagement Housing Strategy, Quality and Assurance
Responsible Person	Kerry Clare
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