



Tenant and Leasehold Engagement Policy

Version Control

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



Introduction and Purpose

This Policy explains how Redbridge Housing Service delivers tenant and leaseholder engagement in practice and sets out the structures, processes, and standards that support the Engagement Strategy.

This Policy applies to all Housing Service staff and covers homes managed by the Council, including those living in TMO-managed homes.

The purpose of this Policy is to:

- Strengthen trust and accountability between the housing service and residents.
- Provide clear, accessible pathways for residents to influence service delivery and policy.
- Ensure that engagement is representative, inclusive, and responsive to the diverse needs of our communities.
- Support compliance with the Regulator of Social Housing's Consumer Standards and the principles of the Social Housing White Paper.
- Clearly set out our approach to engagement for staff, including governance procedures and oversight.

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Definitions

- **Tenant:** a resident who rents a home from the Council.
- **Leaseholder:** a resident who owns a long lease in a building or estate where the Council is the freeholder or managing agent.
- **TMO-managed homes:** homes where day-to-day housing management is delivered by a Tenant Management Organisation under agreement with the Council.
- **Engagement:** ongoing two-way communication to inform decisions, improve services, and build relationships.
- **Consultation:** seeking views on a specific proposal before a decision is made.
- **Co-creation:** residents and staff working together to design, test, or improve a service or policy.
- **Scrutiny:** residents reviewing performance and service delivery, making recommendations, and tracking responses and outcomes.

Policy principles and minimum standards

We will deliver engagement that is transparent, inclusive, safe, and focused on improving outcomes for tenants and leaseholders. As a minimum, we will:

- **Provide clear information** about what is being discussed, what is in scope, and what decisions can (and cannot) be influenced.
- **Offer accessible options** for taking part, including face-to-face and non-digital routes, and reasonable adjustments where needed.
- **Use plain English** and provide alternative formats (including translation) on request.
- **Close the feedback loop** by publishing outcomes and actions ("You said, we did") for consultations, co-creation activity and scrutiny reviews.
- **Keep an audit trail** of engagement activity, key feedback themes, and decisions influenced.
- **Be timely** by giving reasonable notice of events and sufficient time to respond to consultations.

Where engagement informs a decision, we will aim to share an update on what we heard and what will happen next within 8 weeks (or explain if more time is needed due to governance, procurement, or statutory processes).

Representation and involvement

We will take steps to ensure that engagement is representative and that we do not rely only on the same small group of residents. We will:

- **Recruit openly** for panels and forums using multiple channels and targeted outreach where participation is low.
- **Support participation** by offering flexible meeting times, remote attendance where appropriate, and clear joining information.
- **Promote fairness** by encouraging a mix of tenures, estates, and backgrounds, and monitoring participation to identify gaps.
- **Provide induction and training** for residents involved in scrutiny, co-creation, or formal forums.
- **Remove barriers** by considering reasonable out-of-pocket expenses for involvement activities (for example, travel to meetings) in line with Council procedures.

Engagement, complaints and service requests

Engagement activities help shape services and policies, but they do not replace the established channels for reporting a repair, raising an anti-social behaviour case, or making a complaint. Where individual issues are raised during engagement activity, staff will explain the correct route to resolve them and (with consent) help residents to access the appropriate service.

Data protection, privacy and consent

- We will handle personal data in line with data protection legislation and Council policies.
- Where we contact residents by email, SMS or other channels, we will use recorded contact preferences and provide options to change preferences or opt out.
- For surveys, panels and consultations we will explain how information will be used and stored, and whether responses are anonymous.
- Where we record accessibility needs (for example, interpreter requirements), we will do so with consent and only for the purpose of supporting participation.

Governance, decision-making and scrutiny responses

Resident engagement must connect to decision-making. We will ensure that engagement outputs are considered by the relevant service leads and, where appropriate, included in reports and recommendations.

- **Annual programme:** the Resident Engagement Team will develop an annual engagement programme for approval through Housing leadership.
- **Scrutiny recommendations:** where the Resident Influence and Scrutiny Panel makes recommendations, the Housing Service will provide a written response setting out actions, owners and timescales, or a clear explanation where recommendations cannot be adopted.
- **Tracking:** we will maintain an action tracker for scrutiny and co-creation work and provide progress updates to residents.

Policy ownership and review

The policy owner is the Resident Engagement Manager. This policy will be reviewed at least annually (and sooner where required by changes in legislation, regulation, or service delivery), with updates approved through the Council's governance arrangements and communicated to residents.

How Strategy and Policy Work Together

The Tenant and Leaseholder Engagement Strategy and the Tenant and Leaseholder Engagement Policy are two linked but distinct documents. Together, they explain why engagement matters, what Redbridge aims to achieve, and how engagement is delivered in practice.

The Tenant and Leaseholder Engagement Strategy

The Strategy sets out the long-term vision and strategic direction for how the Housing Service works with tenants and leaseholders. It explains:

- Why tenant and leaseholder engagement and influence are important
- How engagement supports national regulation, including the Consumer Standards
- The principles and values that guide our approach
- The outcomes we want to achieve for tenants, leaseholders and communities

The Strategy focuses on what we are trying to achieve and why, rather than day-to-day processes.

Housing Resident Voice

The Housing Resident Voice is our opt-in platform for tenants and leaseholders who wish to be consulted on areas of interest. This forum is open to all to ensure we hear directly from tenants and leaseholders who use the service. We will organise engagement events throughout the day, at weekends, and in the evenings, both face to face and remotely, to maximise attendance and accommodate different needs. Engagement mechanisms will include:

1. **Surveys/Consultations** – we will contact tenants and leaseholders to invite them to take part in online surveys and consultations to gather feedback on a range of subjects.
2. **Review and Respond** – we will invite tenants and leaseholders to review and give their comments on key documents and publications to ensure that they are accessible to all.
3. **Local Housing Roadshows** - Quarterly face-to-face events for tenants and leaseholders to meet staff and raise concerns.
4. **Estate Days** – We will hold a minimum of four estate days a year for tenants and leaseholders to meet staff, talk about their homes and suggest improvements to the community and neighbourhood.

5. **Co-Creation (service improvement)** – We will deliver at least two projects each year for tenants and leaseholders to work with the Housing Service to improve service delivery and customer experience.

6. **Co-creation (policy development)** – We will use existing insight from tenants and leaseholders to develop policies and provide opportunities for tenants and leaseholders to give feedback on these, as well as perform Equality Impact Assessments.

7. **Resident Influence and Scrutiny Panel** – The Panel enables tenants and leaseholders to scrutinise Housing Services, share views, and make recommendations to the Council and the Cabinet Member for Housing and Homelessness. It reviews performance and supports involvement in housing strategy, policy and service delivery.

These opportunities will be regularly promoted to tenants and leaseholders across the borough to ensure broad participation. Existing Tenant and Residents Associations will also be supported and encouraged to engage with us to improve our services and neighbourhoods.

Engagement Objectives

Our engagement objectives are rooted in transparency, inclusivity, and co-production. They are designed to ensure that all residents, tenants and leaseholders alike, have meaningful opportunities to shape the services and decisions that affect their homes and communities.

Engagement Methods and Channels

Engagement Methods

- Resident Voice Forum
- Focus Groups and Co-Design Sessions
- Estate Days and Local Forums
- Resident Panels and Scrutiny Groups
- Surveys and Polls

How residents influence decisions

We will be clear about how your feedback is used and what changes because of it. When we ask for your views, this is what you can expect to happen.

- **We explain what's happening:** what the decision is, what you can influence, and when it will be decided.
- **We listen:** we collect your views in different ways (online and offline), so more people can take part.
- **We summarise what you told us:** we bring feedback together and share the main themes.
- **We use it in decisions:** we share the findings with the teams who make decisions and use them to shape plans and reports.
- **We tell you what changed:** we publish a "You said, we did" update—normally within 8 weeks. If we cannot do something, we will explain why.

- **We track progress:** we record actions, who is responsible, and timescales, and share updates.
- **We can take a closer look:** if an issue is ongoing or affects lots of residents, it may be reviewed by the Resident Influence and Scrutiny Panel.
- **Gather views:** use a range of methods to reach different groups (including non-digital options).
- **Analyse and report:** summarise themes, quantify responses where appropriate, and highlight equalities impacts.
- **Decision-making:** provide the findings to the relevant service leads and include them in decision reports where appropriate.
- **You said, we did:** publish an update on outcomes and next steps (normally within 8 weeks), including where feedback cannot be adopted and why.
- **Track delivery:** record actions, owners and timescales in the Resident Engagement Log/action tracker and provide progress updates.
- **Scrutiny and escalation:** where issues are persistent or high impact, they may be referred to the Resident Influence and Scrutiny Panel for review and recommendations.

Tailoring and Accessibility

We are committed to ensuring that all communication is accessible, inclusive, and tailored to resident preferences. This includes:

- Providing materials in multiple languages and formats.
- Using plain English and visual aids.
- Offering digital and non-digital options for engagement activities.

Communication Channels

Digital Platforms

Let's Talk Redbridge (LTR): A central hub for engagement opportunities, consultations, surveys and updates.

Social Media: Platforms including Facebook and Twitter/X will be used more to share updates, promote events, and gather feedback.

Email and SMS: Used for targeted updates, reminders, and invitations to participate in engagement activities.

Housing Newsletter: A quarterly publication distributed to tenants and leaseholders, featuring updates, stories, and service news. This is an e-newsletter than can be posted to those who request copies.

Reception Screens: Display key messages and updates in council offices.

Electronic Notice Boards (ENBs): Used for estate-specific updates such as fire door inspections, estate improvements, and community events. These are currently only in high rise blocks.

Printed and Physical Media

Estate Noticeboards and Leaflets: Used to promote local events, estate improvements, and safety messages.

Targeted Letters: Sent directly to targeted residents directly addressing the named tenant.

Face-to-Face Communication

Events and one-to-one meetings: In-person events to share updates and gather feedback. Held at community venues or estates to provide one-to-one support and gather feedback.

Resident Conferences and working groups: Larger scale, target specific events held with specific involvement in mind.

Frequency and Timing

Monthly: Internal newsletters, ENB updates, and social media posts.

Quarterly: Housing newsletter and performance updates.

Annually: Resident conference, satisfaction survey results, and annual report.

Ad hoc: Project-specific updates (e.g. retrofit works, estate improvements) and urgent notices.

Timelines and Milestones

This section outlines the key engagement activities and milestones, aligned with housing service priorities, development handovers, and compliance requirements. The timeline is designed to ensure regular, inclusive, and meaningful engagement with residents across all estates.

Engagement Frequency by Activity

Activity	Frequency	Lead
Newsletter	Quarterly	REO
Estate Days	4 per year	REO
Local Housing Forums/Roadshows	4 per year	REO
Website & ENB Updates	Monthly	REO
Councillor/MP Briefings	Monthly	SCO/REM
Social Media & Press Releases	As needed	SCO
Resident Panel Meetings	Bi-monthly	REO

Annual Engagement Cycle

Month	Key Activities
April	Leaseholder Conference Resident Influence and Scrutiny Panel Meeting
May	Local Housing Forum/Roadshow

June	Q1 Housing News Tenants Conference Estate Engagement Resident Influence and Scrutiny Panel Meeting
July	Estate Engagement
August	Estate Engagement Local Housing Forum/Roadshow Resident Influence and Scrutiny Panel Meeting
September	Q2 Housing News Estate Engagement
October	Resident Influence and Scrutiny Panel Meeting
November	Local Housing Forum/Roadshow
December	Q3 Housing News Resident Influence and Scrutiny Panel Meeting
January	
February	Resident Influence and Scrutiny Panel Meeting Local Housing Forum/Roadshow
March	Q4 Housing News

Roles and Responsibilities

Delivering effective resident engagement requires clear roles, shared accountability, and strong collaboration across teams, residents, and partners. This section outlines the key responsibilities of those involved in delivering and supporting engagement activities.

Resident Engagement Team

Led by the Resident Engagement Manager, this team is responsible for:

- Designing and delivering the annual engagement programme, including estate days, forums, and conferences.
- Supporting formal structures such as the Resident Influence & Scrutiny Panel and Resident Voice Forum.
- Capturing and reporting on resident feedback and satisfaction data.
- Coordinating co-creation activities and ensuring inclusive engagement practices.
- Maintaining the Resident Engagement Log to track outcomes and ensure transparency
- Develop and deliver communication materials aligned with Redbridge branding guidelines.
- Ensure messages are accessible, inclusive, and tailored to different resident groups.
- Manage digital platforms (e.g. Let's Talk Redbridge, social media) and printed materials (e.g. newsletters, ENBs).

Housing Officers and Estate Services

- Act as the first point of contact for residents on estates.
- Promote engagement opportunities and signpost residents to relevant activities.
- Support the delivery of estate-based engagement such as walkabouts and drop-ins.
- Provide local intelligence to inform engagement planning.

Communications Team

- Assist with production and review of digital communications (Let's Talk Redbridge, Social Media, newsletters etc).
- Develop promotional videos as required.
- Arrange promotional site visits with Members as required.
- Produce press releases.

Resident Panels and Forums

- Provide scrutiny, challenge, and feedback on housing services and policies.
- Represent the views of wider resident groups and ensure diverse voices are heard.
- Co-design engagement activities and contribute to service improvement initiatives.

Senior Leadership and Councillors

- Champion the importance of resident engagement across the organisation.
- Ensure engagement is embedded in strategic planning and service delivery.
- Attend key engagement events and respond to resident feedback.

External Partners (e.g. TPAS, Contractors)

- Support delivery of specialist engagement activities (e.g. building safety, retrofit).
- Collaborate with the Resident Engagement Team to ensure alignment with council standards.
- Provide updates and attend resident meetings where relevant.

Monitoring and Evaluation

Monitoring and evaluation are essential to ensuring that our engagement activities are effective, inclusive, and aligned with both resident priorities and regulatory standards. This section outlines how we will measure the impact of our engagement work and use insights to drive continuous improvement.

Objectives

Assess the reach, quality, and impact of engagement activities.
Ensure compliance with the Regulator of Social Housing's Consumer Standards.
Identify gaps in participation and areas for service improvement.
Provide transparency and accountability to residents and stakeholders.

Key Performance Indicators (KPIs)

We will track a range of quantitative and qualitative indicators, including:

- **Participation Rates:** Attendance at forums, estate days, and surveys.

- **Resident Satisfaction:** Feedback from transactional surveys (e.g. rents, ASB, caretaking, lettings).
- **Diversity of Engagement:** Representation across age, ethnicity, tenure, and digital access.
- **Impact Measures:** “You Said, We Did” outcomes, service changes influenced by resident input.
- **Digital Engagement Metrics:** Page views, click-throughs, and responses on Let’s Talk Redbridge and social media platforms.

Data Sources

- **Transactional Surveys:** Conducted monthly by Kwest Business Partners, covering key service areas. These are benchmarked against the Consumer Standards and used to inform service improvements.
- **Resident Feedback Logs:** Maintained by the Resident Engagement Team to track qualitative insights and follow-up actions.
- **Annual Engagement Review:** A comprehensive review of all engagement activities, outcomes, and lessons learned, presented to leadership and shared with residents.
- **Scrutiny Panel Reports:** Outputs from the Resident Influence & Scrutiny Panel and Resident Voice Forum.

Evaluation Methods

- **Quarterly Dashboards:** Visual summaries of engagement KPIs shared with internal teams and leadership.
- **Annual Report:** A public-facing summary of engagement outcomes, aligned with the Housing Strategy and Consumer Standards.
- **Focus Groups and Feedback Loops:** Used to validate findings and co-design improvements.
- **Self-Assessments and Audits:** Conducted as part of the Housing Improvement Programme to ensure readiness for regulatory inspection.

Governance and Accountability

- The Resident Engagement Manager is responsible for overseeing monitoring and evaluation processes.
- Findings will be reported to the Housing Leadership.
- Residents will be kept informed through newsletters, ENBs, and Let’s Talk Redbridge updates.

Risk Management

Effective risk management is essential to ensuring that resident engagement activities are inclusive, safe, and deliver meaningful outcomes. This section outlines the key risks associated with engagement and the strategies in place to mitigate them.

Key Risks and Mitigation Measures

Risk Area	Description	Likelihood	Impact	Mitigation
Digital Exclusion	Some residents may lack access to or confidence using digital platforms like Let's Talk Redbridge.	Medium	High	Provide non-digital alternatives (e.g. estate days, printed newsletters); offer digital skills support.
Low Participation	Engagement activities may not reach a representative cross-section of residents.	Medium	Medium	Use targeted outreach, diverse channels, and incentives; monitor participation data by demographic.
Resident Fatigue	Over-consultation or lack of visible outcomes may reduce trust and engagement.	Medium	High	Publish "You Said, We Did" updates; prioritise quality over quantity of engagement.
Ineffective Feedback Loops	Resident input may not be acted upon or communicated back effectively.	Medium	High	Embed feedback loops in all engagement activities; report outcomes via newsletters and ENBs.
Safeguarding and Safety	In-person events may pose risks to vulnerable residents or staff.	Low	High	Follow safeguarding protocols; conduct risk assessments for all events.
Reputational Risk	Poorly managed engagement may damage trust in the council.	Medium	High	Ensure clear communication, transparency, and timely follow-up.
Regulatory Non-Compliance	Failure to meet the Regulator of Social Housing's standards.	Low	High	Align engagement with Consumer Standards; maintain audit trails and evidence of resident influence.

Risk Area	Description	Likelihood	Impact	Mitigation
Influence	Governance mechanisms prevent residents and leaseholders from having real input in decisions.	Medium	High	Define decisions residents can influence e.g. policy changes, service standards, estate improvements; embed a "resident influence" step in decision report; record what changed (or why not), and report back via "You said, we did."

Governance and Oversight

- Risks are recorded and reviewed quarterly in the Housing Management RAID log, overseen by the Housing Leadership Team.
- The Resident Engagement Team is responsible for identifying and escalating risks related to engagement activities.
- Equality Impact Assessments (EIAs) are conducted for major engagement programmes to ensure inclusive practice.

Continuous Improvement

- Lessons learned from each engagement cycle are captured in the Annual Engagement Review and used to refine future activities.
- Resident panels and scrutiny groups are invited to review engagement risks and suggest improvements.
- Working with comms to consult, be smarter on how we use these. What priorities do we have throughout the year

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 policy continues to meet its objectives and provide improved outcomes.

Review

This policy 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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