

Report for: Cabinet, 16 September 2025

Item Number: 12

Title: Adopting Refreshed Resident Engagement Strategy

Report authorised by: Jahedur Rahman, Director of Housing

Lead Officer: Reda Khelladi, Community & Resident Engagement Manager

Ward(s) affected: All

Report for Key/Non-Key Decision: Key

1. Describe the issue under consideration

1.1 The Council is undertaking a full review of all housing-related strategies and policies as part of its transformation of landlord services for its 20,000+ tenants and leaseholders.

1.2 This report seeks Cabinet approval for the Tenants and Leaseholders Engagement Strategy (October 2025 – March 2028), attached as Appendix B, which outlines how the Council will engage Tenants and leaseholders in shaping and scrutinising housing services.

1.3 The strategy is built on the principle that involving tenants and leaseholders leads to better services and outcomes for everyone.

2. Cabinet Member Introduction

2.1 This report brings an opportunity for Haringey to consider how we engage and involve our tenants and leaseholders in the running of housing services, and the potential benefits that this brings.

2.2 Housing services have undertaken a range of work to improve services for tenants and leaseholders through the Housing Improvement Plan, where they have played a central role in the implementation of several aspects of the plan as well as monitor performance on a regular basis.

2.3 Many of the achievements of our resident engagement work have been highlighted in publications and recognised by inspectors during mock inspections, where they have commented on its quality and effectiveness.

2.4 The information contained within this report outlines the next steps required to build on the strong foundation established and to consider tenants' and leaseholders' feedback, as well as lessons learnt from the mock inspection and from learning from others.

2.5 It is my recommendation that the Council approve the proposed refreshed strategy (Appendix B), so that we can continue to build on the good work established and bring to life our commitments for co-production and continuous engagement with those that receive our services.

2.6 Residents developed this strategy using their own words and ideas, helping to create a meaningful and structured direction. This is a framework for how we'll embed these models in the future, allowing the organisation to benefit from residents' views as they help design and shape our housing services.

3. Recommendations

3.1 Cabinet is recommended to approve the draft Tenants and Leaseholders Engagement Strategy for council tenants and leaseholders to come into effect from October 2025 (Appendix B).

4. Reasons for decision

4.1 This strategy replaces the previous version adopted by Cabinet in December 2022, following the insourcing of Homes for Haringey into the Council.

4.2 It builds on that foundation and reflects the Council's updated approach to tenant and leaseholder engagement.

5. Alternative options considered

5.1 Having a clear engagement strategy with objectives is a requirement of the Social Housing Regulator.

5.2 Not having a strategy is not a viable option. Therefore, no alternative options are available.

6. Background information

6.1 Strategic Context.

The strategy (Appendix B) builds on the achievements of the previous strategy and incorporates tenant and leaseholder feedback, lessons from mock inspections, and best practice from across the sector.

6.2 Achievements from the Previous Strategy (2022–2024)

- Established the Resident Advisory Panel (RAP) and Resident Voice Board (RVB).
- Supported 60 tenants and leaseholders to achieve CIH Level 1 qualifications.
- Enabled 25 resident associations with members contributing 6,000 volunteer hours.
- Improved satisfaction: “Being listened to” rose from 37% to 44%; “Being kept informed” rose from 48% to 68%.

6.3 Tenant and Leaseholder Feedback

Tenants and leaseholders identified three guiding principles:

- Local relevance – Tailored services and clear communication.
- Continuous listening – Ongoing consideration of resident (tenants and leaseholders) views.
- Inclusive decision-making – “Never about me, without me.”

6.4 Future Commitments (2024–2028)

To meet tenant and leaseholder expectations, the Council will focus on six key priorities:

1. **Inclusive Engagement.**
All formal engagement structures, such as boards and panels, will be open to all tenants and leaseholders and reflect the borough’s diversity. This means ensuring inclusive representation in decision-making and removing barriers to participation, so that engagement is not limited to a small group but is accessible to all.
2. **Staff will receive professional training to support and value tenant and leaseholder engagement.** This builds on the success of the Resident Training Academy, which has already recognised dozens of tenants and leaseholders for their contributions. Staff will be equipped to facilitate meaningful engagement and co-production, ensuring that tenant and leaseholder voices are heard and acted upon.
3. **Community Spaces.**
A two-year programme will be launched to co-design improvement plans for four key community hubs. These spaces will be developed in partnership with tenants and leaseholders to ensure they meet local needs and foster community-led activity. The programme will support tenants and leaseholders to shape the physical environment where engagement and services take place.
4. **Data-Driven Engagement.**
The Council will use data and evidence to prioritise engagement efforts. This means focusing resources on areas and issues that matter most to tenants and leaseholders, identifying where engagement is low or where specific communities are underrepresented, and tailoring approaches accordingly.
5. **Improved Feedback Channels.**
New ways for tenants and leaseholders to share their views on services will be introduced. This includes increasing participation in service improvement and scrutiny, particularly from underrepresented groups. Feedback mechanisms will be designed to be simple, accessible, and responsive, ensuring tenants and leaseholders know how their input is used.
6. **Accessible Digital Engagement.**
Easy-to-use online tools will be developed to broaden participation and make it easier for tenants and leaseholders to get involved in ways that

suit them. This includes mobile-friendly platforms, virtual meetings, and digital surveys, helping overcome barriers such as time, mobility, or location.

6.5 Accountability

The Resident Voice Board (RVB) will lead on monitoring progress against the Council's engagement commitments. It will set clear milestones, define success criteria, and ensure that actions taken reflect tenant and leaseholder priorities. The RVB will regularly report outcomes to the Housing Board and the Council's Housing, Planning and Development Scrutiny Panel, ensuring transparency and accountability throughout the process.

6.6 Regulatory Compliance

The strategy meets the requirements of the Transparency, Influence and Accountability Standard set by the Social Housing Regulator, including:

- Providing meaningful opportunities for tenant and leaseholder influence.
- Demonstrating the impact of tenant and leaseholder feedback.
- Ensuring transparency through Tenant Satisfaction Measures (TSMs).

6.7 Strategic Benefits

- Improved service design and delivery
- Reduced complaints
- Stronger tenant and leaseholder relationships
- Enhanced trust and accountability

7. Contribution to the Corporate Delivery Plan

7.1 The recommendations in this report support Theme 5, "Homes for the Future," and its commitment to provide reliable, customer-focused housing services and to undertake a full review of all policies relating to tenants and leaseholders.

7.2 The recommendations also support the 2024–2029 Housing Strategy's second strategic objective: improving housing quality and resident services in the social housing sector, particularly commitments around transforming services and co-designing them with residents.

7.3 The approval of this strategy will be communicated to tenants and leaseholders via the Homes Zone newsletter, and the Council will run sessions for housing staff teams. The strategy will also be published on the Council website.

8. Carbon and Climate Change

8.1 The adoption of this strategy may help reduce carbon emissions by ensuring housing services are available locally.

8.2 The inclusion of digital engagement channels will also help reduce the carbon footprint.

9. Statutory Officers comments (Director of Finance (procurement), Head of Legal and Governance, Equalities)

Finance

9.1 Approval of the strategy does not have any direct financial implications.

9.1.1 Any financial implications arising from implementation will be contained within the housing services budget and subject to relevant governance processes.

Procurement

9.2 The strategy does not propose any procurement requirements beyond what is already in place.

Head of Legal & Governance

9.3 As a local housing authority, the Council must comply with the Standards adopted by the Social Housing Regulator.

9.3.1 The strategy (Appendix B) meets the requirements of the Transparency and Accountability to Tenants Standard.

9.3.2 There is no statutory requirement to consult on this strategy.

9.3.3 The strategy has been co-designed as outlined in this report.

9.3.4 In considering adoption, Members must have due regard to the Equality Impact Assessment (Appendix A).

9.3.5 There is no legal reason why the recommendations should not be adopted.

Equality

9.4 The Council has a Public Sector Equality Duty (PSED) under the Equality Act (2010).

9.4.1 The strategy applies to Council tenants and leaseholders, who show distinct characteristics compared to the wider borough population, including:

- Higher proportions of young people and older people

- Higher proportions of disabled individuals
- Higher proportions of Muslim, Christian, and Buddhist residents
- Higher proportions of female residents
- Lower proportions of married individuals and those identifying as heterosexual

9.4.2 A screening was completed, and a full Equality Assessment is not required as the strategy is inclusive in its intended outcomes and process (Appendix A).

10. Use of Appendices

- Appendix A — Equality Assessment Screening
- Appendix B — Tenant and Leaseholder Engagement Strategy (October 2025 – March 2028)