

Tenants and Leaseholders Engagement Strategy

October 2025 - March 2028

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.



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Executive Summary

The council owns and manages over 20,000 homes, and we are committed to ensuring our residents have meaningful opportunities to shape the way we provide housing and services. By involving residents, we can enhance service delivery, align our priorities with community needs, and enable residents to hold us accountable.

Since 2023, we have actively recruited residents to influence our work, with 60 engaged resident representatives from varied backgrounds helping to shape our services.

In line with the Haringey Deal, we recognise that listening to and working with residents fosters better outcomes for all. The principles of the Deal—building relationships, making joint decisions, learning from mistakes, and ensuring everyone’s voice is heard—guide our approach to resident involvement.

This strategy sets out a transparent, and collaborative approach to delivering higher standards of housing and service provision, reinforcing our commitment to resident involvement and continuous improvement.

It outlines the ways residents can get involved from our resident groups and panels to resident associations and community groups and highlights the improved tenant satisfaction measures relating to resident engagement.

It also includes a summary of the feedback we have received from residents and the actions we are taking to improve their experience. Their insights have informed our guiding principles and six key commitments, ensuring that residents’ perspectives shape our services and the way they are delivered, while enabling us to respond effectively to their priorities.



60+

Residents engaged monthly in formal engagement channels



463 Residents

involved through all channels of involvement including residents’ associations



6000

Hours of resident involvement



7 Strategic channels of involvement

Forward from Cllr Sarah Williams

Haringey is fantastic – the world in one borough. A place brimming with creativity, vibrancy, personality, change, diversity and community. It is a place where we stand up for each other and a place that is proudly distinctive.

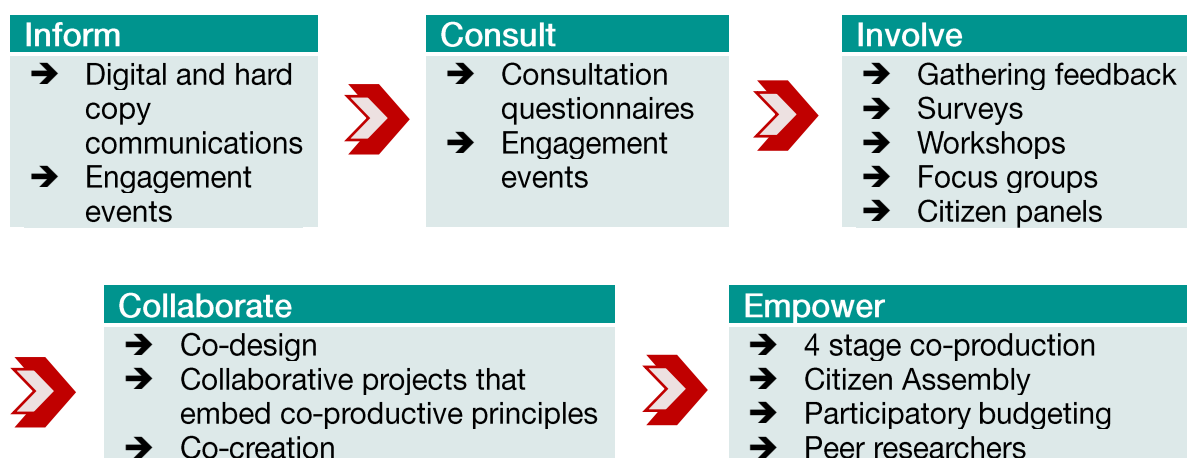
We own and manage over 20,000 homes. We want to give you opportunities to influence the way that we provide homes and deliver services, helping us to better match our ways of working and our priorities to your needs and aims. Through our commitment to the [Haringey Deal](#) (for more information see p.10), and to [Haringey 2035](#) (safe and affordable housing in Haringey), we want to offer our residents different ways to participate. This means having your voice heard in decisions that affect you and having a say in the design of services.

We believe in involving residents because it means we can make improvements in ways that benefit them and it holds us to account. We recognise people have preferences about how they get involved, so we use a mix of methods, shown below.



Cllr Sarah Williams
Deputy Leader
Cabinet Member, Housing
and Planning

Methods of resident participation



We're committed to doing this in ways that are convenient and easy to access.

We will put our residents first and listen to your views to help us shape services, respond and talk to you, and make decisions together.

A great deal has happened since we introduced our previous Resident Involvement Strategy. Responsibility for social housing is now directly with the council, and the Regulator of Social Housing has introduced a new regulatory framework and inspection system alongside the stricter requirements of the 2022 Building Safety Act. Separately and together, these will make us more accountable, pushing us to deliver better services and higher standards. We're ready for these new challenges, and this strategy shows how we

are rising to them, based on the work we have done to create a foundation and stronger relationships with residents.

Thanks to everyone who has supported us so far, especially those working on our crucial next steps.

Many residents help lead our development, many of them volunteering their time, passion and commitment for free. I would like to thank:

- the resident voice board
- the resident advisory panel
- members of the continuous improvement groups and the task and finish groups
- our residents' associations and
- our resident advocates

We have had invaluable support from our Director of Housing, Jahedur Rahman, leading on the improvements within housing services, our dedicated and skilled resident engagement team, and other key colleagues, including:

- heads of service and their teams in housing management and property services
- the housing communications team
- the housing strategy and policy team
- the digital and change team and
- the placemaking and housing board (now housing board)



“ I wanted to be part of the Residents' Voice Board (RVB) because I am passionate and committed to being an advocate for local people like myself.

If we want Haringey to be the safest, most comfortable and sustainable place to live, we have to let the council know what we want by getting involved and providing our point of view. We can help shape our council's policies to provide effective services and long lasting changes that will benefit residents, leaseholders and everyone in the community. ”
Afia, RVB Chair

Next steps – our vision and commitments

The Haringey Deal, which is so important for everyone in the borough, has been created with (and represents) principles that are especially relevant to our tenants and leaseholders.

Based on listening to residents, the Haringey Deal commits to knowing communities and getting the basics right. It does this by listening to and building relationships with residents, working together when there are decisions to make, learning from mistakes and breaking down the barriers that mean that some people are less likely to have their voices heard.

This strategy sets out our proposal to build on our strong foundations for involving residents. We want to create a culture where listening to you, and hearing you, provides a friendly challenge and supports us in continuing to improve our service. We aim to involve more residents, and residents from more varied backgrounds, and gather and use data

(information) to decide on initiatives. We also aim to measure and report on the outcomes of involving residents and how this builds trust.

We will continue to genuinely value the unique and valuable views of our residents. This will help us when making joint decisions with them and allocating resources. Also, effective challenge from residents holds us to account.

We are aiming for better outcomes and processes for residents (for example, better access to services and easier ways to report repairs), but we know that it's not just residents who benefit when we get it right.

- ➔ Better relationships improve our involvement with staff, helping us to reduce turnover and recruitment. Also, staff who are more engaged are more productive.
- ➔ Listening to and involving residents in meaningful ways and giving them real influence helps us get it right. And it means we can reduce the number of complaints and repeat calls.
- ➔ Understanding who our residents are and what matters to them helps us to target resources in the most effective ways, to make the most impact and reduce waste.

What have we achieved?

Governance

We have built a strong regulation framework, where involving residents is part of our formal governance arrangements. Involving residents is central to the new regulatory framework for all social-housing providers, but it also provides invaluable support to improving services and building better relationships.

Linking our engagement boards and panels with our governance arrangements means that residents can influence our decision-making. They can add value through meaningful opportunities to have their views heard at all levels in the council.

Residents are enriching our decision-making and how we review and develop our services because they are actively involved in, or influencing, our strategic and tactical operations.

The resident advisory panel (RAP) monitors our housing services and is supported by an independent mentor. It is run independently, without influence or control from other engagement groups. The panel reports direct to our housing, planning and development scrutiny panel. It focuses on our performance, and the quality of our services and our residents' experience of them, providing invaluable insight and recommendations to the scrutiny panel.



“ I joined the advisory group as I've been a Haringey resident all my life and I've seen the service provided to residents go down. This group will help improve the housing services and I am able to give my suggestions or help where I can.

I would recommend anyone to join because if you want to see change, you have to be part of it. ”

Natasha, RVB member

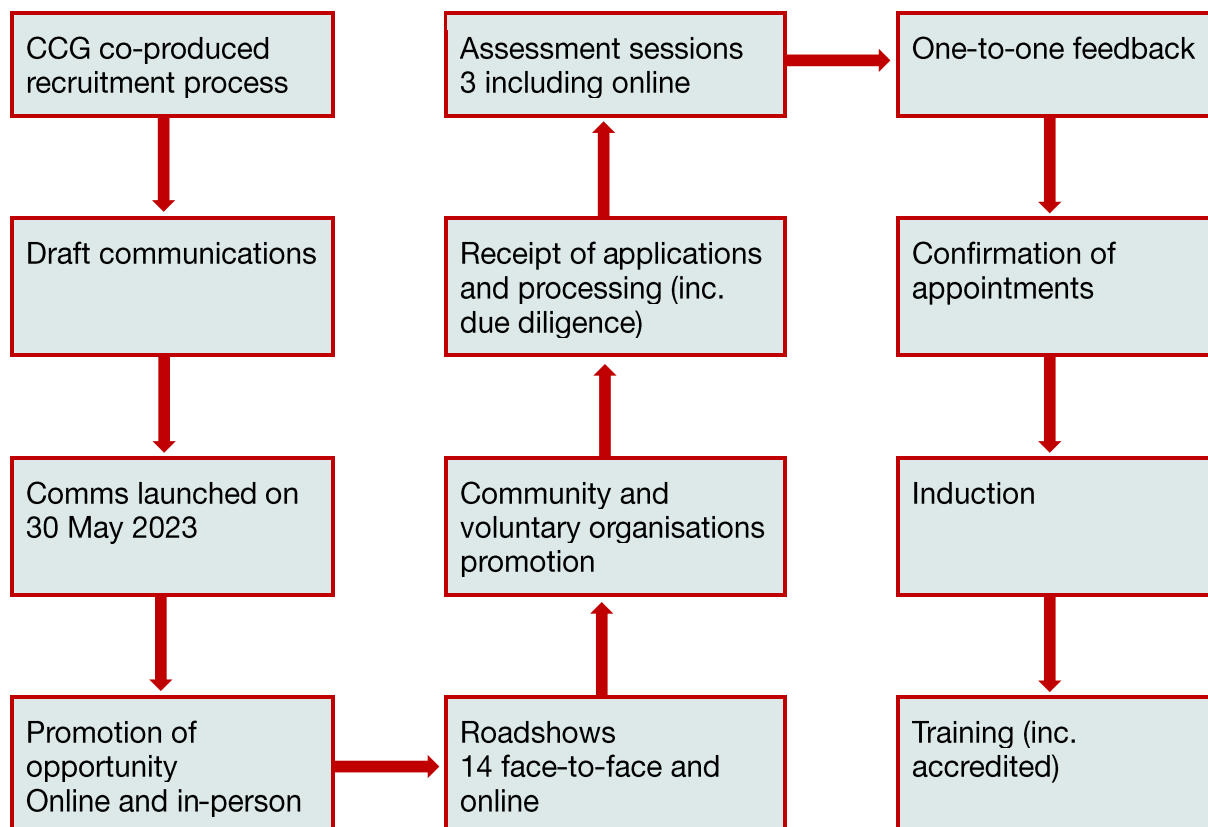
The resident voice board (RVB) is led by a chair selected from its resident members and includes non-voting senior officers and members of the council. Reporting direct to our placemaking and housing board, the RVB makes sure that we consider the interests of residents when making decisions. It also aims to help how we improve resident satisfaction and housing services.

The RVB oversees the full range of opportunities residents have to influence our work. This includes continuous improvement groups, task and finish groups, the complaints advisory panel and a network of residents' associations who we support to look at and influence local issues.

Let's get involved – trust and confidence

In 2023, we began to formally recruit residents to be involved in our work. This process has worked well, and we are proud to have 60 active residents from a mixed population (age, ethnic background and so on) involved in regularly influencing the way we manage and deliver our services. We are supporting all of these residents to complete a Chartered Institute of Housing (CHI) level 1 housing qualification.

Recruitment process



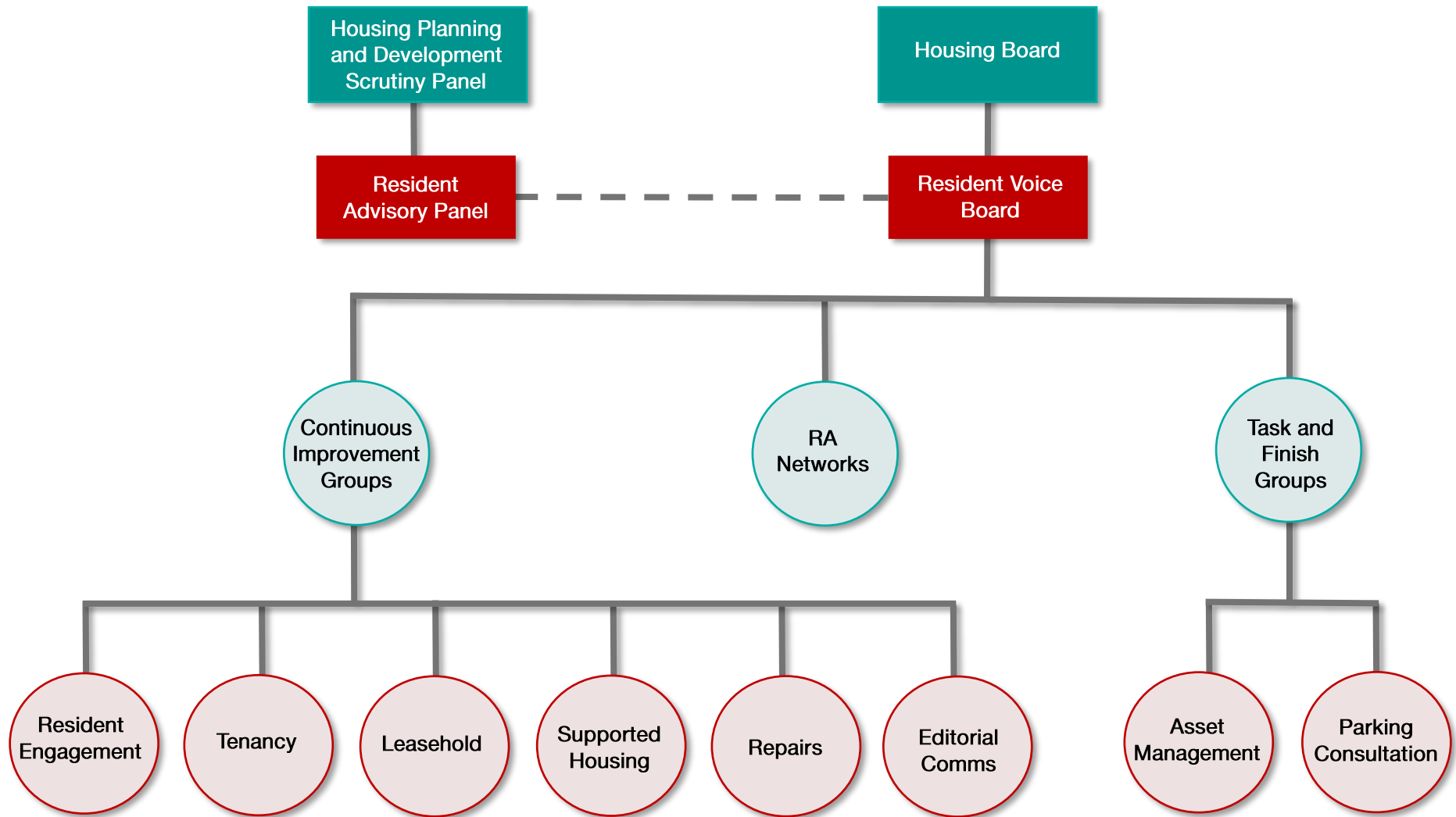
As well as these 60 recruits, we are also building relationships with the many residents who are involved in grass-roots activities. In the financial year 2023/24 there were 25 constituted residents' associations (RAs), with a total of 2673 members. Two RAs received support, including annual funding, grants, training and expert advice and guidance, and only one was inactive. All but four received funding to support them to develop and to help their communities.



Our informal ways of involving residents include a wide range of options across a broad range of interests. Including RAs, residents contributed almost 6,000 hours to getting involved over the year.



Overview of current Governance Resident Engagement Structure

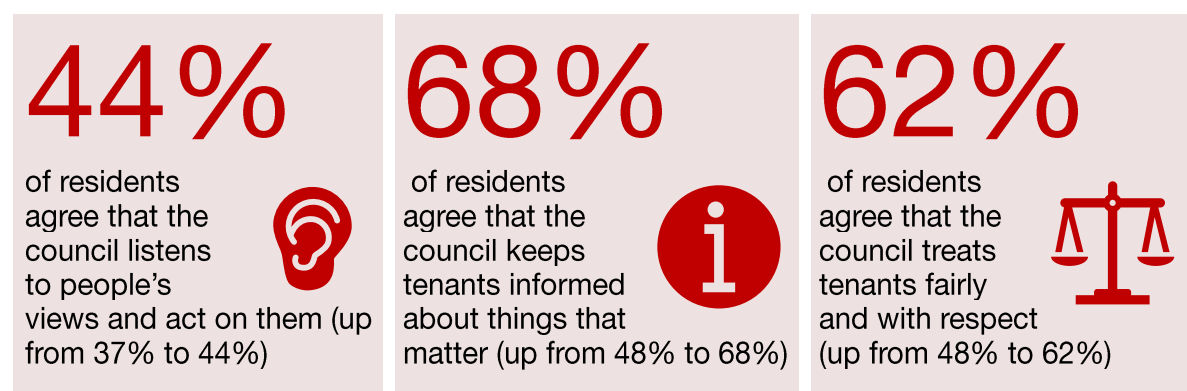


New skills

Training and developing residents who are involved benefits everyone. Residents learn new skills, develop new interests and make more meaningful contributions. These skills and experiences usually boost confidence and can be transferred to new or better careers in paid work. The contribution volunteers make when they get involved is invaluable and we want to reward it, but we benefit too when people add to their experience, knowledge and skills.

Improving satisfaction

Between January and March 2024, as required by the Regulator of Social Housing's new regulatory framework, we used tenant satisfaction measures to find out how satisfied our tenants are. We surveyed more than 2062 tenants, including those living in sheltered accommodation. Compared with our pilot survey in 2023, we found that that our efforts to improve engagement have led to increased satisfaction, as reflected in the Tenant Satisfaction Measures below:



The effect of our work

We review the effect of our work every year and publish a summary on our website.

What residents want

The Haringey Deal

Haringey is the world in one borough. A place of creativity, personality, radicalism, diversity and community.

Haringey's people are a huge asset, with knowledge, expertise and passion. With all the challenges we face locally and globally, we know that we need to tap into your strengths.



The Haringey Deal is an exciting vision based on everyone's views for the borough.

We've asked tenants and leaseholders how the Haringey Deal translates to getting involved in housing, what matters most to them in the way we work, and their views on where we are now.

What do we think this will mean for how we work?

Based on what we have heard from you, we think there are a number of things we need to change about how we work.

First things first

We know we need to start from firm foundations. This is why we will start by tackling the following.

Knowing our communities

Haringey's communities are diverse and continuously changing. We are starting by developing a better understanding of who our residents are, your strengths and needs, and how we can best work with you.

Getting the basics right

If we are going to increase trust, then we know your everyday interactions with us have to be as easy, effective, and supportive as possible.

The changes we will make

Based on what we have heard, we think there are a number of things we can do differently.

We need to listen and prioritise relationships

We will learn to listen better and take the time to build more trusting two-way relationships with our residents.

We need to focus on what's strong, not what is wrong

We know that sometimes we treat issues in our communities as problems to be fixed, rather than supporting the good that is already there. In future, we will build on existing positivity instead.

We need to share power

We will:

- create new and genuine opportunities for you to have a say in decisions that affect you
- help design the services you rely on
- work with us to solve long-standing and difficult problems

We need to learn from our mistakes

No large organisation can get everything right all the time. When we make mistakes, we will be honest about them and learn from them.

We need to create space for good things to happen

Sometimes we make it harder for communities to make change happen themselves. Sometimes there are good reasons for our caution, sometimes not. We will get better at letting go and explaining when we can't.

We need to work harder to hear the voices that are too often overlooked

We know that some people face real barriers to joining in and making their voices heard. We will strip away those barriers so that everyone has a real opportunity to be part of the change.

This table summarises what we heard when we listened.

What our residents want	What matters	Current position
A commitment to being inclusive (where all views and ideas are included and considered)	A range of options to suit everyone, including formal and informal opportunities	Strong foundations are in place
	Continuing to focus on accessibility and fairness	Strong foundations are in place
To see housing services change in line with regulations and legislation	Objectives, targets or goals for the consumer standard set by the Regulator of Social Housing	Strong foundations are in place
A commitment to learning	Dedicated resources and support when offering training to tenants	Strong foundations are in place
	Budget provision	Strong foundations are in place

To focus on community and working together	Supporting partnerships with residents to influence and monitor services, encouraging a feeling of ownership and accountability	Strong foundations are in place
Involvement online	New or developed online platforms will reach a wider tenant audience	Foundations are in place to build on
	New or developed online platforms will make it easier to take part	Foundations are in place to build on
Inclusivity	Targeted approaches to understand tenants' diverse needs	Foundations are in place to build on
Feedback and transparency	Improving the ways we show how residents can help influence our services by getting involved informally	Foundations are in place to build on
Enough staff, who are trained	Building skills and enthusiasm through all resident-facing teams to support and value involvement from residents	Foundation work is needed
For us to learn and improve from complaints	Valuing the insight from complaints and using it to deal with issues	Foundation work is needed
To work together	Valuing and welcoming joint working to design and improve services	Foundation work is needed

Guiding principles

It's not just about what we do, but how we do it.

Residents want us to remember what matters to them and why, and to make sure we are keeping to the following principles, which they have created.

- ➔ Tailor services to local areas and keep talking to us
- ➔ Always listen to us and consider everything that affects us
- ➔ Never about me, without me

We commit to being accountable to these principles by promoting them widely and evaluating, at least once a year, what we have achieved from keeping to them.

How will we do what we say?

To take our next steps, we've identified six key commitments. These are supported by our strong foundations. They will help us make sure that residents' views influence our services and how we deliver them, and that we respond to what matters most to our residents.

The commitments

	What we are committed to	What this means
1	Formal systems for involvement which are open to everyone	Residents' boards and panels are actively working towards making sure their membership reflects our diverse communities and that they have inclusive recruitment and staffing plans that break down barriers.
2	Having enough staff to support involving residents and working together	Based on the success of our training academy for residents (bronze, silver or gold awards presented to 30 residents and 27 more underway), we will extend professional training to staff, setting a clear example of what 'great' looks like.
3	A two-year community spaces programme	Produced together with our communities, there will be tailor-made plans for each of our four community spaces, which will reflect the local population and its needs and ambitions.
4	The work of the engagement team to be supported by data and evidence	Reporting will be based on evidence and show the effect of objective measures we have taken. We will target our work and resources based on the issues we can show matter most to residents.
5	Developing how residents can give their views on our service-improvement programmes, through methods such as analysing complaints, tenant satisfaction measures, surveys and self-assessment	The resident advisory panel will make us more transparent by reporting on outcomes ('you said, we did') and increasing the numbers and representation of those involved in scrutiny (monitoring and challenging our work), aiming to involve and work with more of the people we seldom hear from.
6	Ways to get involved online that suit residents	We will explore and use (or develop) online methods that are easy to use and access, such as an app, to reach more people, involve more residents, extend our offer of involvement and reflect residents' feedback about how they like to communicate with us and share information.

Success and accountability for our commitments

This strategy reflects what we have heard when we have asked residents about what matters to them and the six commitments that will bring that to life. The resident voice board (RVB) will check that we meet these commitments.

Working with the RVB, we will set milestones and a clear picture of what success looks like. The RVB will oversee our progress and hold us to account.



Tenant and Leaseholder Engagement Strategy Overarching Action Plan

Commitment	Objective	Action Plan	Expected Outcomes & Measures
1. Co-production with residents to build better services	Embed a culture of co-production where residents are equal partners in designing and delivering services.	<ul style="list-style-type: none"> Implement a four-stage co-production model for all new projects and services. Introduce participatory budgeting. 	<ul style="list-style-type: none"> Track resident participation and engagement hours. Measure impact on tenant satisfaction (TSM, Engaged Resident Survey).
2. Creating a culture of engagement	Build a culture where resident feedback provides a 'friendly challenge' and supports continuous service improvement.	<ul style="list-style-type: none"> Involve more residents from diverse backgrounds. Use data to inform initiatives. Measure and report trust-building outcomes. (case studies and TSM) 	<ul style="list-style-type: none"> Monitor tenant satisfaction for 'trust'. Track complaints and repeat calls for reduction.
3. Developing a clear offer for residents	Provide a clear, accessible, and convenient variety of opportunities for residents to get involved.	<ul style="list-style-type: none"> Offer multiple engagement channels providing diversity to suit different needs including digital channels. Categorise opportunities into levels from 'Have Your Say' to 'Governance' with Digital Options. 	<ul style="list-style-type: none"> Increase number of active residents. Improve representation across age and ethnic groups. Add at least one digital involvement channel
4. Making sure we are accountable to residents	Ensure residents have meaningful influence and can hold the council accountable for performance and service delivery.	<ul style="list-style-type: none"> Review roles of RAP and RVB. Ensure RAP reports to council scrutiny. 	<ul style="list-style-type: none"> Publish annual resident feedback summary. Track adopted recommendations from RAP and RVB and publish outcomes.

5. Responding to residents' priorities	Use resident feedback and insights to effectively shape services.	<ul style="list-style-type: none"> • Use transparent and collaborative approaches. • Conduct annual strategy reviews and publish summaries. 	<ul style="list-style-type: none"> • Increase residents' satisfaction on being informed. • Measure feedback impact on resource allocation.
6. Making sure residents have the skills and resources to take part	Empower residents with skills and resources to participate actively in engagement and governance.	<ul style="list-style-type: none"> • Provide funding, grants, training, and expert advice. Support CIH Level 1 qualification for active residents. 	<ul style="list-style-type: none"> • Track CIH qualification completions. • Measure volunteer hours contributed.