

Report for: Housing, Planning and Development Scrutiny Panel - 13th October

Title: Resident Advisory Panel (RAP) Scrutiny Review of Resident Engagement

Report authorised by: Kristian Melgaard, Director of Housing

Lead Officer: Chisa Enumah, Head of Community & Resident Engagement

**Report for Key/
Non-Key Decision:** For information.

1. Describe the issue under consideration

- 1.1. This report introduces the Resident Advisory Panel (RAP) resident-led scrutiny review of resident engagement and provides the officer context for the Housing, Planning and Development Scrutiny Panel.
- 1.2. The Resident Advisory Panel (RAP) has completed a resident-led scrutiny review of resident engagement across Housing Services. The review examined whether residents experience the principles of the Tenant and Leaseholder Engagement Strategy 2025-2028 in practice and gathered evidence from more than 800 residents, staff and representative groups. The review has resulted in 20 recommendations intended to strengthen resident influence, accountability, communication and service responsiveness across Housing Services.
- 1.3. The review began with a focus on resident engagement but broadened as RAP gathered evidence. Its central finding is that residents do not experience “engagement” as a separate service: they judge whether the Council listens and acts through their everyday interactions with Housing Services, including communication, follow-up, ownership, coordination, accessibility and whether the impact of feedback is visible.
- 1.4. Housing Services have agreed to accept all 20 recommendations in principle, with the detailed management response to be developed through a cross-service action plan.

2. Recommendations

- 2.1. The Housing, Planning and Development Scrutiny Panel is asked to:
 - a. Note the Resident Advisory Panel's scrutiny review of resident engagement and the evidence gathered through the review;
 - b. Note that Housing Services has accepted the 20 recommendations in principle and the Council response;

- c. Note that a cross-service management action plan is being developed in response to the accepted recommendations.

3. **Background information**

The RAP scrutiny review

- 3.1. RAP undertook the review over approximately a year to test how tenants and leaseholders experience the principles of the Tenant and Leaseholder Engagement Strategy 2025–2028 in practice. Although the original scope focused on the Resident Engagement Service, RAP broadened the review as the evidence developed to consider resident engagement across Housing Services as a whole.
- 3.2. The review was supported by an independent scrutiny mentor and drew on a broad evidence base, including a survey of 831 residents, leaseholder and targeted resident engagement, evidence from Disability Action Haringey, staff workshops, Customer Experience evidence, and a review of existing engagement structures and performance information.
- 3.3. This approach reflects the principles of the Haringey Deal by placing resident experience at the centre of service improvement and recognising residents as partners in identifying issues and testing how services can improve. The review also sought evidence from groups who can face barriers to participation, including disabled residents, digitally excluded residents and residents with caring responsibilities.

Key findings

- 3.4. RAP recognises that Haringey has a significant resident engagement infrastructure, including the Resident Voice Board, RAP, Continuous Improvement Groups, resident associations, estate drop-ins and other engagement opportunities. The review nevertheless identifies a gap between the ambitions of the Engagement Strategy and the consistency of residents' day-to-day experience. The key themes identified through the review were:
 - Communication and follow-up are not always experienced as timely, consistent or meaningful
 - Residents can find it difficult to identify who owns an issue and who is responsible for resolving it, particularly where multiple services are involved.
 - Information sharing and coordination between services do not always support a seamless resident experience.
 - Some residents continue to face barriers to accessing services and participating in engagement activity.
 - Residents want clearer evidence that feedback has led to action, change and service improvement
- 3.5. The final RAP report contains 20 recommendations covering earlier involvement in decisions, ownership and escalation, tracking of complex issues, communication

standards, leaseholder communication, accessibility, local engagement, use of resident insight, contractor monitoring and shared learning.

- 3.6. The review highlights that resident engagement cannot be viewed as a standalone activity but is shaped by residents' day-to-day experiences of Housing Services. The findings provide valuable resident insight into the factors that influence trust, confidence and satisfaction and identify opportunities to strengthen communication, accountability and resident influence across services. The recommendations are closely aligned with existing Housing improvement priorities and provide a resident-led evidence base to support future service development. The review also demonstrates the Council's commitment to working in partnership with tenants and leaseholders, ensuring that resident insight contributes directly to service improvement and accountability arrangements.

Council response

- 3.7. The recommendations extend across Housing Management, Customer Experience, Leasehold Services, Asset Management, Communications, Digital, Procurement and Community & Resident Engagement. The response is therefore Housing-wide rather than a response from the Community & Resident Engagement Service alone.
- 3.8. The Housing Senior Management Team considered the review on 10 September 2026 and agreed that all 20 recommendations should be accepted. This reflects both the strength of the resident evidence gathered through the review and the alignment of the recommendations with the Council's wider ambitions to improve resident experience, accountability, trust and service quality.
- 3.9. The review provides valuable resident insight into how Housing Services are experienced in practice and highlights opportunities to strengthen communication, coordination and resident influence across services
- 3.10. A cross-service management action plan is being developed to set out how the Council will take forward the accepted recommendations. This will identify appropriate actions, ownership, timescales and measures of success and will provide the basis for monitoring progress and reporting back to RAP.
- 3.11. The recommendations will build on existing improvement programmes and support the delivery of the Tenant and Leaseholder Engagement Strategy 2025-2028, ensuring that resident feedback continues to shape service improvement activity.

Governance and accountability

- 3.12. The Chair of RAP presented the review and recommendations to Housing Board on 16 September 2026 prior to submission to this panel.
- 3.13. The detailed management action plan will be discussed with RAP once developed and before finalisation with progress reported on a six-monthly basis to the panel. Updates will focus on delivery against agreed actions, evidence of outcomes and impact, resident feedback, performance measures and any risks or barriers to

implementation. Progress will also be monitored through existing Housing governance arrangements.

Risk and Mitigation

- 3.14. The principal risks are over-commitment, unclear cross-service ownership, duplication of existing improvement work and failure to demonstrate visible progress to residents. These risks will be mitigated through proportionate actions, named ownership, realistic milestones, alignment with existing improvement plans and regular reporting to RAP.
- 3.15. There is a risk that residents do not see sufficient progress following completion of the review. This will be mitigated through development of the management action plan, clear cross-service ownership and regular reporting back to RAP on progress and outcomes.

4. High Level Strategic outcomes

- 4.1. The review supports the Council's strategic focus on resident experience and working together, and on homes for the future, by strengthening how residents influence Housing Services and how the Council demonstrates that feedback leads to service improvement. The management response will be aligned with relevant corporate priorities as it is developed.
- 4.2. The review also supports the Housing Strategy 2024–2029 and the Tenant and Leaseholder Engagement Strategy 2025–2028 by strengthening resident influence, accountability, accessibility and feedback loops across Housing Services.

5. Equality

- 5.1. Accessibility and inclusion are central themes within RAP's review. The evidence identifies barriers that can affect disabled residents, digitally excluded residents, residents with caring responsibilities and others who may require different ways to access services or participate in engagement.
- 5.2. The management response will need to ensure that agreed service and engagement improvements consider these barriers and support equitable access and participation. Where individual actions amount to policy or service changes requiring a formal equality assessment, this will be undertaken as part of the relevant decision-making process.

6. Use of Appendices

- 6.1. Appendix 1 – Resident Advisory Panel Scrutiny Review of Resident Engagement.

7. Background papers

- 7.1. [Tenants and leaseholders engagement strategy – October 2025-March 2028](#)
- 7.2. [A new housing strategy for Haringey - 2024-2029](#)