



London Borough
of Hounslow

Our Approach to Engaging Council Tenants in the Management of their Homes

May 2025

Version History

Title	Our approach to engaging council tenants in the management of their homes
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1. Introduction

Hounslow council has approximately 13,000 tenant and 3,000 leaseholder properties, which are home to roughly 40,000 of the borough's residents. Our council homes and estates are an integral part of our vibrant, inclusive community where residents can thrive and enjoy a high quality of life. Our aim is to ensure that everyone in our community has access to safe, secure and affordable housing.

This 2024-2026 Resident involvement Engagement Strategy sets out how our Housing Service intends to communicate, engage with and involve all tenants and leaseholders, collectively known as residents, living in council managed homes and estates within London Borough of Hounslow, with the management of their homes. We lead with heart and put our residents at the forefront of everything we do.

2. What this Policy is for (purpose)

2.1 Following good practice

TPAS developed a set of National Tenant Engagement Standards (version 2024) – which set out baseline standards for landlords and created a framework for good practice around housing engagement. These standards reflect those established within the Social Housing Regulation Act 2023, which introduced a revised set of consumer standards, and established mandatory requirements for registered housing providers.

TPAS is a highly regarded, not-for-profit membership organisation supporting tenant and landlord associations in the best practice for meaningful engagement with residents. London Borough of Hounslow is an active member of TPAS, and we regularly arrange for groups of officers and residents to together get guidance and training from TPAS. This engagement strategy uses the TPAS standards as a framework to offer the best service to our residents and to go beyond the requirements of the Social Housing Regulation Act.

2.2 Developing the right culture

The TPAS standards echo the culture London Borough of Hounslow has introduced across all of our services as part of a progressive *Radical Overhaul of Consultation and Engagement* programme. We embrace the culture TPAS recommends should be at the heart of the relationship between a housing service and the residents it serves. Setting standards is important but it is the behaviours and attitudes which run through an organisation which set the foundation for positive engagement between landlord and residents.



Credit: National Tenant Engagement Standards: setting the standard for effective engagement, TPAS 4th Edition, (2024)

2.3 Our Resident Engagement Framework

Being guided by the TPAS standards, these are our commitments to creating the culture and standards we believe are needed for good mutual engagement across Housing Services and with residents.

2.3.1 Governance and Transparency

- a) There is a clearly defined and agreed role for residents in London Borough of Hounslow's governance arrangements.
- b) There are clear, widely publicised routes for residents to hold the Council to account on standards for service delivery, strategy, performance and decision making, including adherence to the Code of Conduct required by the Regulator's Competence and Conduct Standard.
- c) We foster an environment of mutual respect between the organisation and our residents, with steps taken to identify and tackle negative stereotyping and understanding the impact of language and behaviours in relation to both tenure and the full range of protected characteristics.

- d) The Council regularly considers and shares publicly how we use the learning from resident engagement, alongside data and insight to improve the services we provide.
- e) The Council provides regular assurance to our residents about how we keep you safe in your home and have we meet the regulatory and legal requirements.
- f) The Council engages with residents to produce an appropriate and meaningful Annual Report which should include resident satisfaction measures; performance against our stated commitments; how income is spent, complaints, trends impact from resident engagement and comparisons of the organisational wage structure and management costs.
- g) We maintain consistent and honest sharing of information with all stakeholders about the risks the Council faces, the person responsible for managing those risks, how we are meeting key organisational targets and how we plan to deal with areas of concern.
- h) The Council will consult at least once every three years on the best way to involve residents in the governance and scrutiny of the housing management service.
- i) The Council will publish clear information on the roles and responsibilities of our senior staff, including the named persons responsible for ensuring we meet both the economic and consumer standards set by the Regulator of Social Housing.

3 Scrutiny

3.1 What is tenant-led scrutiny?

Scrutiny is where tenants can have an influence over the services we provide. A tenant-led scrutiny panel can question the Council about our performance and how we carry out tasks, the tenants can then take a targeted review of our service and provide us with recommendations. A tenant-led scrutiny panel offers and invaluable critical friend function to help improve our services. The measures set by the Regulator of Social Housing mean that Hounslow's scrutiny is specifically tenant focused.

- a) We support scrutiny to be independent, inclusive, positive, constructive and to have purpose.
- b) There is an appropriate and agreed scrutiny model and process in place, with clear routes into the governance, business and service delivery operations of the Council.
- c) We, including our staff and governance functions, value tenant-led scrutiny as a critical friend from an independent tenant-led process.
- d) Scrutiny provides evidence-based recommendations, designed to improve services, increase efficiency and provide robust assessment.
- e) The Council provides scrutiny activity with the financial and administrative support needed to carry out its business.
- f) Scrutiny is provided with all relevant performance, regulatory, legal and benchmarking information it needs to carry out its business.

- g) The Council enables strong links between scrutiny and other organisational engagement structures and the wider resident base in order to support its overall aims.
- h) Scrutiny tests the fairness and equitable outcomes of the Council as a landlord, with particular regard to protected characteristics.

3.2 Developing Hounslow's tenant-led scrutiny

Hounslow has had forms of scrutiny with residents for many years, but following the pandemic, systems had started to fall away. The Social Housing Regulation Act 2023 indicated that social housing landlords should have tenant-led scrutiny and this gave us the base to start working with residents to develop a new scrutiny model from Autumn 2023.

During Summer 2023, the Council took advice from the Regulator about what it expected the Council and our tenants to develop, the steer was:

- there is no prescriptive scrutiny model, our model should reflect Hounslow's needs;
- it should be tenant-led (not leaseholder), and
- there should be no elected Members in its structure.

3.3 Scrutiny requirements

The Social Housing Regulation Act 2023 set out expectations for tenant-led scrutiny within the revised Consumer Standards, which were updated on 29th February 2024 and include:

2.2.1 Registered providers (social housing landlords, including Hounslow Council) must give tenants a wide range of meaningful opportunities to influence and scrutinise their landlord's strategies, policies and services. This includes in relation to the neighbourhood where applicable.

2.2.2 Registered providers must assist tenants who wish to implement tenant-led activities to influence and scrutinise their landlord's strategies, policies and services. This includes in relation to the neighbourhood where applicable.

2.2.3 Registered providers must provide accessible support that meets the diverse needs of tenants so they can engage with the opportunities in 2.2.1 and 2.2.2.

3.4 Working with tenants to create a scrutiny model

Council officers came together with tenant (and some leaseholder) representatives to together work out what the Hounslow model of tenant-led scrutiny should look like. This started by jointly taking part in a week's worth of training activities led by TPAS called "What Does Good Scrutiny Look Like". In October 2023 the officers and tenants hosted a workshop of 12 residents, and senior officers including the Director of Housing, to agree a working group to develop a new tenant-led board, leading tenant-scrutiny.

A group of nine tenants, including two living in sheltered housing, and two leaseholders came together to create a board with a chair, vice chair, secretary and a data officer. They met monthly during 2024 and developed a terms of reference and a code of conduct. While in this developing 'shadow' form, they tested how they would work with data from the Council and what they wanted from the Council. They looked at Housing Ombudsman reports and reviewed policies including the draft repairs process, complaints processes and unreasonable behaviour processes.

In April 2025 they launched as *"Residents Voice: tenant-led scrutiny group for Hounslow Housing Services"*

3.5 How Residents Voice works

This is an entirely resident-led group with its officer roles being held by tenants, tenants being the majority on its board and offering community-based scrutiny primarily engaging with tenants.

3.5.1 The Residents Voice model

Residents Voice has up to 15 people, primarily tenants, on its board, drawn from groups representing tenants and other engaged tenants. Its aim is to reflect the diversity of Hounslow's tenant base. The board reviews performance data from Housing Services and the Assets Service and chooses what it wants to review. Suggestions can come from the Council, but it is the group's choice. Policies, consultations and new initiatives affecting tenants are also shared with Residents Voice for review.

Residents Voice selects two or three subjects a year for a deep-dive review led by a sub-group of the board. The board will select the most appropriate method for hosting these reviews, drawing in the wider tenant base. Their preferred approaches are:

Task & finish group	Bootcamp
<ul style="list-style-type: none"> • topic based • a series of sessions • timebound • a defined end point • not always the same people • determine future monitoring 	<ul style="list-style-type: none"> • one group of people • can include staff • 1 or 2 days • best the topic up, get your recommendations, walk away • determine future monitoring



3.5.2 Supporting Residents Voice

Residents Voice is entirely led by tenants, with support from no more than 2 leaseholders. It draws upon the Council for administrative support and funding. Part of this support is enabling Residents Voice a direct voice to Hounslow's tenants. The chair has at least half a page in *Housing News*, the quarterly newsletter sent to every tenanted household. Resident Voice also has a web page on the recently developed Housing Hub, where residents can get information about Housing services, including engagement options. The members of Resident Voice also directly contact residents, via social media or posters etc, with support from the Council.

3.5.3 Governance of tenant-led scrutiny.

The Residents Voice Board is to produce an annual report, including the outcomes of its findings. The initial report is due in April 2026, around the time of its AGM.

The inception of the tenant-led scrutiny panel was agreed by the Council's Cabinet on 16 July 2024. The formal engagement between Residents Voice and the Council is as follows:

- There is (at least) monthly contact with Residents Voice from the Housing Engagement and Housing Policy Teams.
- At least once every two months, the Assistant Director of Housing Tenancy Management will be available to joint Residents Voice meetings.
- Once every quarter, the Chair of the Residents Voice Board will have a meeting with the Director of Housing. Twice a year, the Cabinet Member for Housing Management and Homelessness will be invited to join this meeting. This is where the recommendations from scrutiny are discussed and action plans are formed.

- The Annual Report of Residents Voice, which includes all the outcomes for the year will be made available to the Council's Housing and Environment Scrutiny Panel.

4 What this Policy is designed to achieve (aims)

4.1 Being Ambitious for Hounslow and for our Housing residents

The residents living in our Housing stock expect the best from their Housing Services and they engage with us to inform and improve the services. Our residents, who also live in the Borough of Hounslow, use the schools, roads, libraries, social care, waste services and all that goes to make up a Council. This strategy focuses on how we engage with residents, but it works within a suite of strategies that come together to achieve the Council's 'Ambitions for Hounslow' Corporate Plan, 2022-2026. A key component of this plan is the work being taken to create 'A Liveable Hounslow' which included undertaking a rigorous programme to Transform Housing Tenancy Management and a further transformation programme of Radical Overhaul of Consultation and Engagement, which concluded in 2024.

4.2 Embedding the best practice in engaging with our residents.

Within a 'radical overhaul' we undertook a fundamental review of how Hounslow consults with and engages residents in decision-making across the Council, including Housing. The resultant Council vision for engagement is that *"Every resident, business, partner and community organisation should be aware of and able to shape decisions about the issues which matter to them"*.

4.3 Principles for engagement

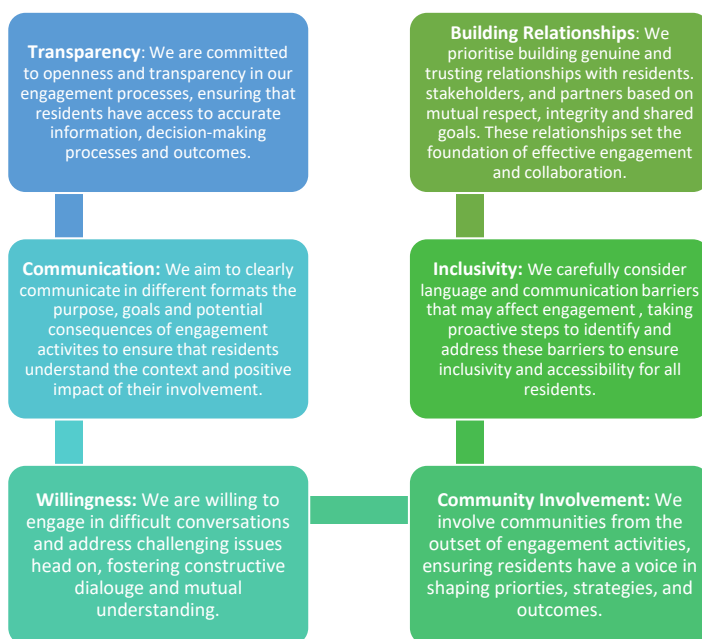
As a minimum, a Council has to follow the Gunning Principles which form a strong legal foundation from which the legitimacy of public consultations is assessed. Our approach to consultation and engagement goes beyond Gunning - these are the guiding principles for all consultation and engagement activity in Hounslow:

- i. **Know the evidence** – we examine existing insight and data to identify the gaps and establish if new engagement is necessary.
- ii. **Make it meaningful** – we involve the relevant people and organisations at the stage where they can have the best influence, with enough time, using the most appropriate approach.
- iii. **Make it clear** – we are clear on purpose, process, and scope for influence.
- iv. **Make it accessible** – we use a range of inclusive methods to reach relevant people, making extra effort for underrepresented groups.
- v. **Review with rigour** – we thoroughly evaluate and consider feedback, perspectives and ideas, and make them applicable to what's needed.
- vi. **Demonstrate transparency** – we show how insight shaped a decision or project, and what the other considerations were.
- vii. **Publish by default** – we publish formal consultation results, in appropriate depth and format, that are linked to specific decisions.

- viii. **Keep in the loop** – we update participants throughout the process and when the decision has been made.

4.4 A Fairer, More Equal Hounslow

Central to develop of our engagement process is to create and maintain vibrant, safe, and cohesive communities where residents can enjoy a high quality of life and this is further outlined in our [A Fairer, More Equal Hounslow Strategy](#). This targets policies and funding to the areas which need them most to thrive. This ambitious strategy focuses on 30 Equal Opportunity Areas and identifies a range of measures to reduce inequalities across the borough. Some of these areas include the Council's own housing stock. Many of these measures are targeted to support people who are currently disadvantaged because of their disability, age, ethnicity, gender, sexuality or faith. This Resident Engagement Strategy will work in tandem with the A Fairer, More Equal Hounslow Strategy.



4.5 Informing the Tenant Engagement Strategy

Alongside the development of the strong, cross-Council engagement direction, there has been concerted effort to re-set how we engage with our Housing residents. Some of the engagement systems in place in the early 2020s were historic and needed a refresh. Key to how this refresh has developed is by listening to our

residents. The team leading Housing Engagement work was restructured and re-focused in Spring 2023 and its first priority was to host several events over summer on our estates, listening to feedback from residents on their services and how to engage, with over 200 people taking part and giving their views. This was coupled with the feedback in 2022 with over 1500 Hounslow residents around how to make a fairer borough and over 200 young residents, telling us about their greatest needs. By Autumn 2023 officers from the Housing Engagement team were taking part in joint training alongside tenants and leaseholders, together focusing on the best practice to strengthen the voice of residents to influence the housing services they receive.

4.6 One Hounslow Values

At Hounslow Council, our Engagement Strategy is guided by our staff core values, which reflect our commitment to maintaining meaningful connections and promoting transparency and empowering communities.



5 Who this Policy affects (scope)

In relation to the Social Housing Regulation Act 2023, a 'resident' is someone who rents from the Council or is a leaseholder or shared owner. A tenant only relates to someone who rents from the Council. Some of the powers of the Regulator of Social

Housing will apply to tenants only. The Council wants to ensure that everyone who lives in our housing has a strong voice within our services. Where an approach applies only to a tenant, as guided by the Regulator of Social Housing, we will state this. In some cases, people have an interest in our housing estates and properties, such as those residing in properties are sub-letting from leaseholders, who are their landlords or freeholders living on estates. Our engagement methods do not specifically target these people, but they are invited into engagement events and their wellbeing remains important to the Council.

6 Definitions

Engagement: the involvement of people in activities or conversations which shape Council decisions, policies, or services, or empower them to make decisions themselves.

Consultation: The Council asking questions and analysing responses.

Co-design: The Council collaborating with others to create specific product or solution.

Co-production: Participants work together with the Council from inception, informing all elements of the process and outcome.

Empowerment: Placing decision-making in the hands of residents and implementing what they decide.

Tenant: A tenant is an individual or group who rents or leases a property from a landlord or property owner.

Leaseholder: A leaseholder, leases their property from a landlord or freeholder.

Resident: Individuals who reside in the London Borough of Hounslow.

7 Other relevant policies

7.1 National Policy

The Housing Act 1985 Section 105 sets out the legal obligation of a Local Housing Authority for consulting with tenants on 'matters of housing management.' This is reinforced by the Government's 2017 'Tenant Involvement and Empowerment Standard'. This sets out required outcomes and specific expectations on customer service, choice and complaints as well as involvement and engagement with tenants and a need to understand and respond to the diverse needs of tenants. These standards are set out in appendix 1).

7.2 Social Housing Regulation Act, 2023

The Social Housing Regulation Act, 2023 came into effect from 1st April 2024 and it introduced regulations for all social landlords, including councils and housing associations. It incorporated a seven-point Charter for Social Housing Residents which had been set out in the Social Housing White Paper, originally released in

2020 (see appendix 2). A key component of the new Act is that landlords must be accountable to their tenants and treat them with fairness and respect. The Act gave the Regulator of Social Housing (RSH) powers for overseeing the terms of the charter, including that landlords give a voice to their residents. In February 2024 the RSH issued a set of Consumer Standards setting the expectation from a housing service, including several measures around tenant engagement.

7.3 Grenfell Tower Fire and Building Safety

The Grenfell Tower tragedy is an important reminder of the critical importance of fire safety in social housing and giving residents a meaningful voice. At the London Borough of Hounslow, we are focused on ensuring the safety and well-being of our residents, and we recognise the importance to learn from past mistakes and take proactive measures to prevent such tragedies from occurring again. The Social Housing Regulation Act builds on the need to have good services and offer a voice to residents, particularly in light of the Grenfell tragedy. Alongside this is the Building Safety Act, 2022 which includes ensuring residents of high-rise buildings have more say in how their building is kept safe and how to raise concerns.

8 Our Engagement Offer

8.1 Housing Engagement Offer

The London Borough of Hounslow is dedicated to meaningful engagement with our residents, ensuring that their voices are an integral part of the development and refinement of housing services.

Through our engagement initiatives, we aim to create a collaborative environment where residents feel empowered to contribute their ideas, feedback, and suggestions. Whether you are a housing tenant, shared owner, or leaseholder, your input is valuable in helping us deliver services that are responsive and tailored to your needs.

8.2 Our engagement offer includes:

8.2.1 Resident Forums and Consultations:

We host regular resident forums and consultation events where you can share your views on housing-related matters. These gatherings provide a platform for open dialogue between residents and housing service providers, allowing us to gain insights into your experiences and priorities.

8.2.2 Tenant Representatives and Advisory Groups:

We encourage residents to become tenant representatives or join advisory groups to play an active role in decision-making processes. By representing your community, you can influence housing policies, service improvements, and investment priorities that directly impact your living environment.

8.2.3 Online Feedback Platforms

We offer convenient online feedback platforms where you can submit suggestions, report issues, and provide feedback at your convenience. These digital channels

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make it easy for you to communicate with us and stay informed about housing developments and initiatives.

By engaging with us through these channels, you can play a vital role in shaping the future of housing services and communities in the London Borough of Hounslow. Together, we can create thriving, inclusive neighbourhoods where everyone can thrive and prosper.

8.2.4 Safety in the Home

We prioritise the safety of our residents by ensuring that all social housing properties meet rigorous safety standards. This includes regular maintenance checks, compliance with safety regulations, and prompt resolution of any safety concerns reported by residents.

8.2.5 Transparency on Landlord Performance

We are committed to providing transparent and accessible information about our performance. Residents have the right to know how we are performing in key areas such as repairs, maintenance and tenant satisfaction, and we will regularly publish this on our website.

9 Service Commitment

9.1 Tenants Treated with Respect

We are dedicated to treating all our residents with respect, and fairness. Our staff are trained to always communicate professionally with residents, and we expect the same standard of behaviour from our contractors and partners.

9.2 Strengthened Resident Engagement

We recognise the valuable insights and contributions of our residents, and we are committed to strengthening resident engagement across all levels of decision-making. This includes providing opportunities for residents to participate in consultations, joint resident panels, and influence housing policies and services.

9.3 Good Quality Homes and Neighbourhoods

We are committed to providing high quality housing at Hounslow that meets the needs and expectations of our residents. This includes investing in the maintenance and improvement of existing properties, as well delivering new developments across the borough that enhances the quality of life in our neighbourhoods.

9.4 Better access to ownership opportunities

We support residents who wish to transition from social housing to homeownership by providing information, advice, and support on homeownership options and access to affordable homeownership schemes.

9.5 Data Protection and Privacy

We prioritise the protection of your personal data in compliance with the UK Data Protection Act 2018 and the General Data Protection Regulation (GDPR). Tenant information collected for engagement purposes is handled securely, with clear consent obtained for data processing activities, ensuring transparency and respect for privacy rights.

9.6 Transparency, Influence and Accountability Standard

Hounslow Council is committed to tenant involvement and empowerment to ensure we are understanding the needs of all our residents. This standard ensures that tenants have meaningful opportunities to influence decisions that affect their homes and communities. Our Resident Engagement Strategy aligns with this standard by actively involving tenants in decision making processes related to housing policies, service delivery, and community development initiatives. We facilitate tenant participation through resident forums, focus groups, surveys, and consultation events.

9.7 Safety and Quality Standard

The Safety and Quality Standard sets out minimum requirements for the quality and condition of council housing in Hounslow, ensuring residents have safe, secure, and well-maintained homes. Our mission is to focus on gathering feedback from residents regarding the condition of their homes, including repairs, maintenance, and safety concerns. We facilitate regular inspections and consultations to assess compliance with the Safety and Quality Standard and address any deficiencies promptly.

We encourage residents to play an active role in monitoring the condition of their homes through tenant-led inspections, satisfaction surveys, and reporting mechanisms. By promoting transparency and accountability in housing management, we strive to uphold the Safety and Quality Standard and enhance the overall quality of homes within the borough.

9.8 Tenancy Standard

The Tenancy Standard outlines rights and responsibilities for both tenants and landlords, ensuring that tenancy agreements are fair, transparent and enforceable. We aim to provide initiatives to educate residents about their tenancy rights and responsibilities, providing information on rent payments, property maintenance, tenancy agreements, and dispute resolution processes.

We facilitate open communication channels between tenants and the council to address tenancy related issues effectively, including rental arrears, anti-social behaviour and tenancy breaches. Through mediation and support services, we aim to maintain positive landlord-tenant relationships and uphold the integrity of the Tenancy standard.

9.9 Neighbourhood and Community Standard

The Neighbourhood and Community Standard focuses on creating a safe, clean and cohesive communities where residents can thrive and feel a sense of belonging.

We believe in collaborating with residents and local organisations, and public agencies to address issues affecting neighbourhood safety such as anti-social behaviour, environmental quality and community well-being.

As part of our ongoing commitment to fostering a safe and inclusive borough, our commitment is in alignment with the insights and priorities identified in our "Safer Communities Strategy" [SaferCommunitiesStrategy20242027.pdf \(hounslow.gov.uk\)](#). Recognising the needs of strong community and resident partnerships, we aim to

facilitate platforms where residents can voice their concerns, share their insights, and contribute to safety solutions.

9.10 Context and Regulatory Standards

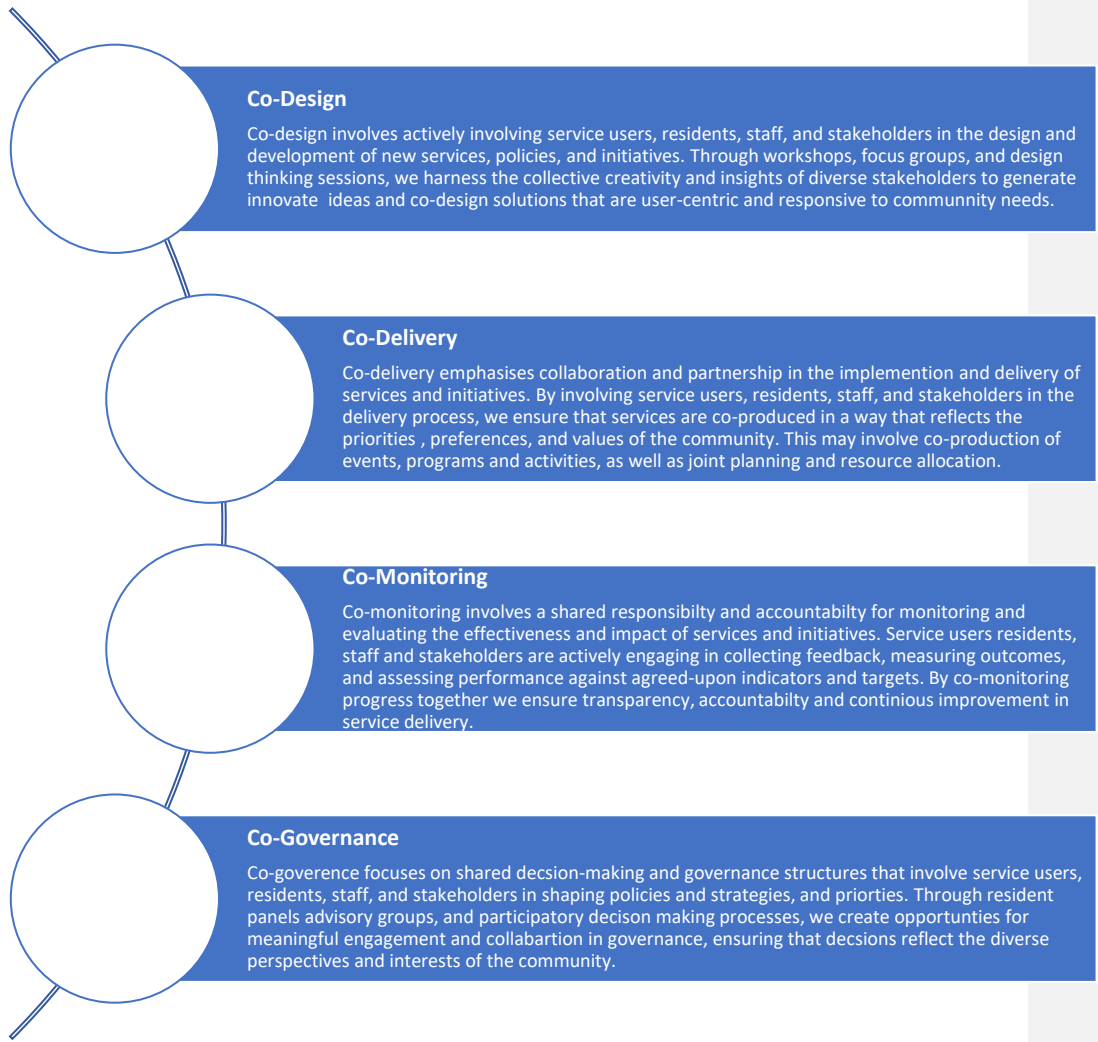
Our resident engagement strategy for Hounslow Council housing tenants and leaseholders operates within the context of local council regulations, community dynamics, and cultural sensitivities unique to the borough. We are committed to adhere to regulatory standards while fostering inclusive, transparent and engaging initiatives tailored to meet the diverse needs of our residents.

9.11 Prompt and Fair Handling of Resident Complaints

We understand the importance of addressing resident complaints promptly and fairly. Our complaints procedure is designed to ensure that all complaints are investigated thoroughly, with residents kept informed of progress and outcomes in a timely manner. We ensure our complaint handling process is in line with the Housing Ombudsman complaint handling code 2024 <https://www.housing-ombudsman.org.uk/landlords-info/complaint-handling-code/>.

9.12 Co-Creation Framework

Our co-creation engagement framework represents a collaborative approach that brings together service users, residents, staff, and stakeholders to innovate and transform services in the London Borough of Hounslow. At the heart of this framework is the belief by working together we can co-create solutions that better meet the needs and aspirations of our communities.



10 Communication and consultation

Our communication and consultation framework are essential to the success of our housing tenancy management and service delivery. We aim to focus on establishing transparent, open lines of communication and robust consultation processes that actively involved housing tenants and leaseholders in the development and refinement of housing policies and services. By ensuring that tenants are well informed and engaged, we foster a collaborative environment where residents can contribute meaningfully to the decisions that affect their living conditions.

10.1 Diverse Communication Channels

We will implement a variety of communication channels to reach our tenants effectively, including digital newsletters, community noticeboards, tenant meetings and social media platforms. This multi-channel approach ensures that every tenant has access to information in a format that suits their preferences and needs.

10.2 Accessibility and Clarity

All communication will be crafted to be clear and accessible, with key information translated into relevant languages and formats suitable for those with disabilities. This commitment ensures that all tenants regardless of background or ability, receive information they can understand and use.

10.3 Regular updates and feedback

We will provide regular updates on Housing matters and actively seek feedback on our services. This approach not only keeps tenants informed about the developments and changes but also involves the directly in ongoing improvements.

10.4 Feedback Mechanisms

Robust feedback mechanisms, including surveys, suggestion boxes, and online forums will be available to all housing tenants. These tools are designed to capture a wide range of feedback, which will be instrumental in shaping future actions and policies.

10.5 Responsive Action

Feedback and consultation outcomes will lead to actionable steps that are communicated back to the tenants, showing how their input had led to changes. This responsiveness not only enhances service delivery but also builds trust and accountability within the community.

10.6 Supporting our residents to engage with us

We are committed to enhancing engagement with our residents by:

- **Amplifying Resident Voices:** We will establish straightforward methods for tenants to provide feedback and actively participate, helping shape services to better meet local need and enhance our service delivery.
- **Promoting Engagement activities:** We will increase the visibility of opportunities for residents to engage with us.

- Providing Training and Development: By organising training sessions, inductions, and capacity building workshops, we offer residents opportunities to deepen their understanding of social housing, service delivery, organisational performance and policy making.
- Fostering Trust and Stronger Relationships: Our goal is to build stronger, trust-based relationships with our tenants through consistent and open communication

11. Measuring Success

We will evaluate the success of our communication and consultation efforts through:

- Increased tenant engagement in consultations and feedback mechanisms
- Positive feedback from tenant satisfaction surveys regarding the clarity and usefulness of information provided.
- Demonstrate improvements in housing services and policies that reflect tenant input.
- Publish data collected from tenants during tenancy improvement surveys.
- Produce annual impact assessment on our successes and lessons learnt.

12. Appendices

12.1 Transparency, Influence and Accountability Standard

Regulator of Social Housing

April 2024

Transparency, Influence and Accountability Standard

1. Required outcomes

1.1 Fairness and respect

1.1.1 Registered providers must treat tenants (see the [glossary of terms](#) for a definition) and prospective tenants with fairness and respect.

1.2 Diverse needs

1.2.1 In relation to the housing and landlord services they provide, registered providers must take action to deliver fair and equitable outcomes for tenants and, where relevant, prospective tenants.

1.3 Engagement with tenants

1.3.1 Registered providers must take tenants' views into account in their decision-making about how landlord services are delivered and communicate how tenants' views have been considered.

1.4 Information about landlord services

1.4.1 Registered providers must communicate with tenants and provide information so tenants can use landlord services, understand what to expect from their landlord, and hold their landlord to account.

1.5 Performance information

1.5.1 Registered providers must collect and provide information to support effective scrutiny by tenants of their landlord's performance in delivering landlord services.

1.6 Complaints

1.6.1 Registered providers must ensure complaints are addressed fairly, effectively, and promptly.

2. Specific expectations

2.1 Diverse needs

2.1.1 Registered providers must use relevant information and data to:

- a) understand the diverse needs of tenants, including those arising from protected characteristics, language barriers, and additional support needs; and
- b) assess whether their housing and landlord services deliver fair and equitable outcomes for tenants.

2.1.2 Registered providers must ensure that communication with and information for tenants is clear, accessible, relevant, timely and appropriate to the diverse needs of tenants.

2.1.3 Registered providers must ensure that landlord services are accessible, and that the accessibility is publicised to tenants. This includes supporting tenants and prospective tenants to use online landlord services if required.

2.1.4 Registered providers must allow tenants and prospective tenants to be supported by a representative or advocate in interactions about landlord services.

2.2 Engagement with tenants

2.2.1 Registered providers must give tenants a wide range of meaningful opportunities to influence and scrutinise their landlord's strategies, policies and services. This includes in relation to the neighbourhood where applicable.

2.2.2 Registered providers must assist tenants who wish to implement tenant-led activities to influence and scrutinise their landlord's strategies, policies and services. This includes in relation to the neighbourhood where applicable.

2.2.3 Registered providers must provide accessible support that meets the diverse needs of tenants so they can engage with the opportunities in 2.2.1 and 2.2.2.

2.2.4 Registered providers must support tenants to exercise their Right to Manage, Right to Transfer or otherwise exercise housing management functions, where appropriate.

2.2.5 Registered providers, working with tenants, must regularly consider ways to improve and tailor their approach to delivering landlord services including tenant engagement. They must implement changes as appropriate to ensure services deliver the intended aims.

2.2.6 Where a registered provider is considering a change in landlord for one or more tenants, or a significant change in management arrangements, it must consult affected tenants on its proposals at a formative stage and take those views into account in reaching a decision. The consultation must:

- a) be fair and accessible
- b) provide tenants with adequate time, information and opportunities to consider and respond
- c) set out actual or potential advantages and disadvantages (including costs) to tenants in the immediate and longer term, and
- d) demonstrate to affected tenants how the consultation responses have been taken into account in reaching a decision.

2.3 Information about landlord services

2.3.1. Registered providers must provide tenants with accessible information about the:

- a) available landlord services, how to access those services, and the standards of service tenants can expect
- b) standards of safety and quality tenants can expect homes and communal areas to meet
- c) rents and service charges that are payable by tenants, and
- d) responsibilities of the registered provider and the tenant for maintaining homes, communal areas, shared spaces^(^1) and neighbourhoods.

2.3.2 Registered providers must provide tenants with accessible information about tenants' rights in respect of registered providers' legal obligations and relevant regulatory requirements that registered providers must meet in connection with the homes, facilities or landlord services they provide to tenants. This must include information about:

- a) the requirement to provide a home that meets the government's Decent Homes Standard;
- b) the registered provider's obligation to comply with health and safety legislation;
- c) the rights conferred on tenants by their tenancy agreements including rights implied by statute and/or common law, in particular—
 - i) the right to a home that is fit for human habitation; and
 - ii) the right to receive notice of a proposed visit to carry out repairs or maintenance or to view the condition and state of repair of the premises; and
- d) the rights of disabled tenants to reasonable adjustments.

2.3.3 Registered providers must communicate with affected tenants on progress, next steps and outcomes when delivering landlord services.

2.3.4 Registered providers' housing and neighbourhood policies must be fair, reasonable, accessible and transparent. Where relevant, policies should set out decision-making criteria and appeals processes.

2.3.5 Registered providers must make information available to tenants about the relevant roles and responsibilities of senior level employees or officers, including who has responsibility for compliance with the consumer standards.

2.4 Performance information

2.4.1 Registered providers must meet the regulator's requirements in relation to the tenant satisfaction measures set by the regulator as set out in Tenant Satisfaction Measures: Technical requirements and Tenant Satisfaction Measures: Tenant survey requirements.

2.4.2 Registered providers must:

- a) collect and process information specified by the regulator relating to their performance against the tenant satisfaction measures. The information must be

collected within a timeframe set by the regulator and must meet the regulator's requirements in Tenant Satisfaction Measures: Technical requirements and Tenant Satisfaction Measures: Tenant survey requirements

b) annually publish their performance against the tenant satisfaction measures. This should include information about how they have met the regulator's requirements set out in Tenant Satisfaction Measures: Technical requirements and Tenant Satisfaction Measures: Tenant survey requirements. This information must be published in a manner that is timely, clear, and easily accessed by tenants; and

c) annually submit to the regulator information specified by the regulator relating to their performance against those measures. The information must be submitted within a timeframe and in a form determined by the regulator.

2.4.3 In meeting 2.4.1 and 2.4.2 above, registered providers must ensure that the information is an accurate, reliable, valid, and transparent reflection of their performance against the tenant satisfaction measures.

2.4.4 Registered providers must provide tenants with accessible information about:

a) how they are performing in delivering landlord services and what actions they will take to improve performance where required

b) how they have taken tenants' views into account to improve landlord services, information and communication

c) how income is being spent, and

d) their directors' remuneration and management costs.

2.5 Complaints

2.5.1 Registered providers must ensure their approach to handling complaints is simple, accessible and publicised.

2.5.2 Registered providers must provide accessible information to tenants about:

a) how tenants can make a complaint about their registered provider

b) the registered provider's complaints policy and complaints handling process

c) what tenants can do if they are dissatisfied with the outcome of a complaint or how a complaint was handled, and

d) the type of complaints received and how they have learnt from complaints to continuously improve services.

2.6 Self-referral

2.6.1 Registered providers must communicate in a timely manner with the regulator on all material issues that relate to non-compliance or potential non-compliance with the consumer standards.

