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Foreword

Newham's Council Housing services are going through a period of change as we continue to Build a Fairer Newham.

Much has changed since the last Housing Resident Involvement Strategy published in 2021. New standards have been set for the involvement of residents in shaping and feeding back on housing services and for building safety and this strategy sets out how we in Newham will meet these.

The Council received a C4 grading from the Regulator of Social Housing in October 2024, indicating serious failings across a number of housing management areas. Since the Regulator's judgment and in response to your feedback we have been learning what went wrong and have set out our commitments to put this right. We know that access to safe, secure and decent homes is the bedrock from which so many life chances flow and we are determined to make the improvements needed to ensure this for our residents.



You can read more about this judgement and about our improvement plans set out in **Improving Your Homes: Newham's Housing Services Improvement Programme** at newham.gov.uk/ImprovingYourHomes

It's crucial that as we take the next steps on our improvement journey that residents are involved in shaping the service, in providing valuable feedback on the quality of services you receive and in feeling that your voice matters. It's also vital that the service treats residents with fairness and respect, that we provide accurate and timely information about the things that matter to you and that we listen to and address complaints appropriately.

We know through your involvement in developing this strategy that residents want to engage with housing services differently – in your home, in your neighbourhood, or on specific housing issues across the borough. I'm very grateful to the hundreds of residents who have given us their views to shape this strategy, through surveys and workshops over the last few months.

This strategy is a step change in the way residents and Council Housing Services work together to provide safe, decent homes and excellent services. I'm looking forward to seeing it work in practice and seeing how resident voice influences the way we work moving forward.

Councillor Blossom Young
Cabinet Lead for Council Housing Improvements

Introduction

This strategy sets out our plans for how you, our residents, can get involved in shaping and steering the housing services that affect your homes and communities. We believe that tenants and leaseholders should be involved in all elements of our housing service, from the day-to-day running of services to the development of exciting plans for the future. By working together, we can create better services and a stronger community. Residents often tell us how important housing is to their ability to live happy, healthy lives, and it is therefore at the centre of our plans to build a fairer Newham.

Newham is one of the most diverse places in the country and we are proud of the fact that our residents come from all over the world and have different opinions and experiences to offer. We want to make sure that all our tenants and leaseholders feel that they can take part and that their voice is being heard, whatever their age, gender or background.

Strategy Objectives

This strategy will ensure that everyone who lives in our homes feels:

1. **Informed:** you are provided with all the information you need about housing services and related policies, changes affecting you, events and activities.
2. **Involved:** there are opportunities for you to share your views on the housing services
3. **Engaged:** you have the ability to influence decision-making and design service improvements
4. **Empowered:** there are opportunities to participate in the governance of the housing services at Newham

Housing in Newham

This strategy sets out how Council tenants and leaseholders can get involved to influence, shape and improve the service. When we talk about both tenants and leaseholders we say “residents” or “tenants and leaseholders”. When we need to be specific, we will call them either tenants or leaseholders.

Tenants have a secure tenancy agreement with the Council and pay the Council rent each month, whereas Council leaseholders own their home in a block or estate that is owned by the Council. Some tenants living in Council properties have been placed there in temporary accommodation, and are non-secure tenants. Some tenants also live in our sheltered accommodation schemes which are only for tenants aged over 60. All of these groups are invited to take part in the activities and events that are set out in this strategy.

Newham has over 16,400 Council tenanted properties and over 7,200 Council leasehold properties.



How we developed the strategy with residents

We know residents have lived experience and expertise in what works well and what could work better, in both the services they receive and the condition of their homes and estates. We developed the strategy in partnership with residents and tried to hear from as many residents as possible in developing our proposals.

Survey

We started by inviting tenants and leaseholders to complete an initial survey, hosted on the Newham Co-Create website. We know that not everyone is comfortable completing surveys in a digital format, so we also ran drop-in sessions at libraries and by knocking on doors in some estates. Over 100 residents, predominantly tenants and leaseholders, responded to the survey.

This told us that:

- Residents said that the most important principles are transparency, accountability and responsiveness
- We need to work to rebuild trust
- Residents are most keen to get involved in improving their blocks, estates and local neighbourhoods
- Residents want to be kept up-to-date with information on repairs and changes to their blocks, estates and local neighbourhoods



Workshops

The second phase of engagement built on these findings. We invited tenants and leaseholders to join a workshop, either online or in-person, and share their ideas for:

- Local activities that could improve homes, neighbourhoods and services
- How we can make sure that local groups can be linked up across the Borough
- How information can flow between local groups and the Council

Residents shared many exciting ideas, including:

- Bringing together a core group of engaged tenants and leaseholders who can represent their local area
- The Council coming out to meet tenants and leaseholders on their estates to see what needs to be improved and doing repairs then and there
- Making better use of the many community organisations and hubs that already exist in Newham
- Making access to housing advice and contacting the Council easier
- Empowering people to improve their estates and communal spaces
- Having informal opportunities to speak to housing staff and build community on estates



Tpas

Throughout the process we have received support from Tpas, a national organisation that is the leading expert on tenant engagement. They have advised us in planning our engagement activities and in the drafting of this strategy.

Consultation

We put all these ideas together into a draft Resident Involvement Strategy and published this online using the Newham Co-Create website. We asked you for your comments and feedback on our draft strategy using an online survey. For those tenants and leaseholders who aren't as confident using online surveys, we also held drop-in sessions at libraries to help them to submit their feedback. Over 45 residents responded to the survey. We also hosted a workshop with 20 young people living in the Borough to get their feedback on the proposals, as well as on the housing Resident Involvement Service as a whole. Finally, we also invited feedback from Council staff via email, meetings, and drop-in sessions.



Principles for resident involvement

This Resident Involvement Strategy is underpinned by five principles, ideas that are at the heart of our approach to resident engagement. We have developed these principles over spring and summer 2025 in collaboration with residents, who told us that the most important ideas for the strategy to include are **transparency, accountability** and **responsiveness**.

The five principles of the strategy are:



Our principles in action

Transparency and accountability



We will be open with tenants and leaseholders about how we are performing and our future plans. We will make sure tenants and leaseholders can hold us to account through clear communication, regular updates, and accessible reporting.

Being open about performance and plans

- We will be transparent about our housing performance and the improvement journey we are on in response to the Regulator of Social Housing's judgement of the service. We will keep sharing information with tenants and leaseholders as we go—the good news and the bad.
- We will make our communications as accessible as possible to all different types of people. This means making it easy to understand if you have limited English, as well as not just relying on email or text. You have told us that the following are the best ways of contacting you, so we will use a combination of the following:
 - Online newsletters
 - Fliers or paper letters through doors
 - Posters in blocks and public spaces
 - Social media
 - Library screens.
- We will publish details of what changes we are making in response to resident ideas and feedback. We will include these updates in the regular newsletters that we share, and where appropriate, we will write back to individual tenants and leaseholders.
- We will continue to publish our annual Tenant Satisfaction Measures, so that residents can see how we are performing against a standard set of metrics and compare our performance against other social landlords.

Holding the Council to account

- We will have a dedicated resident group to scrutinise the Council's performance and hold us to account.
- Relevant information about all formal groups and their reports will be published so that residents can see what the resident networks and strategic resident groups set out in this strategy are doing and everyone can see what has been agreed.

Clear communication and regular updates

- Tenants and leaseholders have told us that they often have trouble contacting us over the phone when they have housing issues like repairs. We will continue to reduce waiting times to reach the housing contact centre, as well as making sure that the call handler is able to resolve the issue the first time around.
- We will keep noticeboards in estates and blocks up-to-date. These will include details of who to contact to raise issues and information about upcoming activities and events.
- We will notify tenants and leaseholders when we are planning to change something about their homes or estates, or where policies are changing.
- We will share information about opportunities for people to get involved or collaborate with things going on in their local area.

Listening and responding



We will listen actively and seek tenants' and leaseholders' opinions whenever possible. By responding quickly to concerns and acting on feedback, we aim to build lasting trust with our communities.

Actively seeking residents' opinions

- We will use surveys to get immediate feedback on our performance on repairs and after engagement events to understand how we can improve.
- Where we are considering a change of policy we will undertake a consultation with tenants and leaseholders. Depending on the scale of the changes this might be sent out to tenants and leaseholders who have already expressed an interest in policy consultations or all tenants and leaseholders.
- We will set up short-term or one-off focus groups with interested tenants and leaseholders and Council services to resolve specific issues affecting a defined group of people, as and when this is required.
- We will collect information from tenants and leaseholders about their specific interests so that we can ask people's opinions on the issues that we know really matter to them.
- We will use surveys to understand what changes tenants and leaseholders want to see in their estates and local areas. We will increase the number of people responding to the surveys by making sure that people can see the changes that come from tenants' and leaseholders' feedback.
- Where appropriate, we will use co-design participation methods when we are producing important services or documents, using the Council's Co-Design Standards.



Responding quickly and effectively to concerns

- We will introduce estate action days, where repairs and maintenance operatives, alongside other Council services, come out to estates and meet tenants and leaseholders to take action to problem solve together, and to resolve issues.
- We will put information-sharing systems in place to make sure that when tenants and leaseholders make us aware of an issue it is automatically raised with the relevant team in the Council and can be tracked.
- We will make better use of the information we have about you to adapt our services to better meet the specific needs of tenants and leaseholders, for example people with disabilities or for whom English is not their first language. This includes setting up a group within the Council to make sure we are storing and using your data well.

Building lasting trust

- We will provide more opportunities to meet Council officers face-to-face through holding regular "surgeries" and coming out to estates to meet residents and find out what the issues are locally.
- We will provide contact details for the repairs contact centre and the relevant Housing Liaison Officer in each block, so that you have a named person to talk to about Housing issues.

A voice for local communities



We will enable resident groups that can not only last, but also develop over time. They will be a voice for strong local communities.

Enabling resident groups

- We will support the development of a network of local resident groups that will advocate for their neighbours. They do not need to be as formal as a Tenants and Residents Association, and we will work with tenants and leaseholders to find a model that works for them.
- These groups will work with the Council to identify the issues that are affecting their block, estate or neighbourhood, and develop solutions that can have a wider benefit for the housing service.
- Representatives from these resident groups will come together through the annual celebration event to share successes.

Developing groups over time

- Where no group currently exists, we will actively invite tenants and leaseholders to set them up.
- We will work with each group to agree the level of Council support required, which might reduce over time.
- We will work with groups to solve problems with their governance arrangements if any arise.

Supporting residents to take charge

- We will encourage groups to take charge of setting their own agendas and chairing their own meetings.

Supporting collaboration



We will support strong local communities where tenants and leaseholders get involved in making a difference. We will facilitate partnerships with the voluntary, community and faith sector where they have shared aims and common interests.

Building strong communities

- We will investigate how we can make better use of the community spaces on estates and around local areas for activities and events.
- We will set up short-term or one-off focus groups with tenants and leaseholders and Council services to resolve specific issues, as and when this is required.
- We will support tenants and leaseholders to run events and activities where neighbours can get to know each other in informal settings.

Building links with the voluntary sector

- Newham already has a wide range of trusted community groups around the Borough who support people to access services, get involved in their community and share important information.
- Instead of trying to recreate the excellent work of these groups, we want to do our best to support them and make sure tenants and leaseholders know about them. Where we can, we will facilitate collaboration between resident groups and the voluntary sector.
- We will work with the voluntary, community and faith sector to bring housing staff out to local meetings and events and to promote opportunities to get involved in their activities.
- We will engage with existing youth services or groups to seek feedback and ideas from young people.

Being inclusive of all residents



We will ensure we have a good understanding of our tenants' and leaseholders' needs and that activities and events are accessible to all Newham's diverse tenants and leaseholders. We value difference and will ensure everyone is treated with mutual respect.

Making activities accessible to all

- We will ensure that events held in-person are in accessible venues, which don't cause problems for people who use wheelchairs, walkers or pushchairs.
- Where possible, we will include options to join meetings digitally for tenants and leaseholders who find it more difficult to make meetings in-person.
- We will hold meetings and events during evenings and weekends as well as during working hours.
- We will explore how to include activities for children which can allow parents to get involved more easily.
- We will improve our use of data to ensure we know whether participation in resident involvement activities and events is representative of the profile of our tenants and leaseholders, and if not, to understand why.
- We will work with the Youth Empowerment service to boost the level of involvement among young people.

Treating everyone with respect

- We will have a zero-tolerance approach to verbal and physical abuse in meetings and at events.
- We will ensure that staff are well-trained and feel confident to step in to defuse situations in meetings and to create environments where everyone can be heard.



Building blocks for resident involvement

Residents told us that having a strategy that is achievable is very important. Building trust with tenants and leaseholders is crucial to the success of the strategy. This is because we believe that seeing the action that has resulted from their feedback will encourage more tenants and leaseholders to get involved and stay involved. These building blocks together make up all the activities and events that will be available for tenants and leaseholders to take part in.

Local Action

Local resident groups

These will be made up of tenants and leaseholders from a neighbourhood or large estate, who will get together to identify and resolve housing and neighbourhood issues. The structure will depend on the needs of the group. This could include formal, resident-led Tenant and Resident Associations and more informal groups that require more Council support. These may take place as often as monthly, or less regularly depending on the group.



The Council's Resident Involvement Team and Local Housing Champions will support tenants and leaseholders who are keen to establish a local resident group.

Local housing champions

These highly engaged tenants and leaseholders will provide advocacy and advice for their neighbours, supporting other residents who are struggling to access services and get issues resolved, and helping the Council to disseminate information to the community. They will be provided with training and enrolled with Newham Volunteers to ensure that they are supported, their work is recognised and expenses are covered. They will be supported by the Resident Involvement Team.



Estate inspections

The local resident group and/or local housing champion will join Council officers in inspections of an estate or neighbourhood, making use of tenants' and leaseholders' expertise in their local areas to better identify and log concerns.



Estate action days

These events will bring together a range of Council services to focus action on an estate or neighbourhood for a few hours. Tenants and leaseholders can raise issues face-to-face and problem solve together with Council services, which will either be logged or may be able to be actioned immediately by operatives. These include inspecting damp and mould, undertaking simple repairs and maintenance issues like blocked drains, or identifying measures to address anti-social behaviour.



Local focus groups

If there is a particularly tricky, one-off local issue to solve, the Council will invite tenants and leaseholders to take part in a focus group, sharing their thoughts on the issue and proposing solutions which the Council will take into consideration.



Local communications networks

These might include SMS, WhatsApp or email threads linking people together and sharing information. These should involve the local resident group and/or local housing champion if one exists.



Other local activities

These include gardening groups, knit-and-natter and groups, organised by tenants and leaseholders, the Council or the voluntary, community and faith sector. The local housing champion or resident group may direct interested residents to these activities or groups of residents.



Surgeries

A range of Council services will be present on an estate or at a community space such as a library around the Borough. These surgeries will be open to all tenants and leaseholders, and is an opportunity to speak to a relevant officer face-to-face, without an appointment, to raise or follow up on issues.



Borough-wide action

Annual resident involvement event

This annual event in the summer (mid-way through the financial year) will bring together representatives from resident groups, the voluntary, community and faith sector, Mayor and Lead Member, and senior leadership from the Housing Service.



It will be an opportunity for representatives from across the resident groups to share their performance for the first half of the year, lessons learned and consider plans for the coming year; both reflecting back and looking forward. The Resident Involvement Team will be responsible for facilitating and capturing the content of the event.

Surveys and consultation

When there are important decisions to be made, or we need to know how tenants and leaseholders feel about a particular issue, we will survey tenants and leaseholders or get feedback on a document or proposal. We will publicise consultations both online and offline to make sure that people are aware of the opportunity to take part, and ask Local Resident Groups and Local Housing Champions to raise awareness through their networks.



Housing Newsletter

We will continue to share information, updates and opportunities to get involved through our e-newsletter. We will also include housing news in other Council communications where appropriate.



Strategic groups

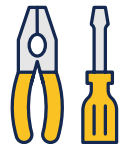
Housing Performance Accountability Group

This group will set its own agenda and scrutinise the Council's ongoing Housing performance and activities. It will be formed by combining two existing groups: Repairs Performance Review and Improvement Panel and Neighbourhood Performance Review and Improvement Panel. Additional members may be recruited from time to time. Only members of this group are able to attend its meetings that will take place monthly.



Building Safety Resident Group

This group will examine the Council's performance on building safety and drive improvements. Only members are able to attend meetings that take place quarterly.



Strategic focus groups

If there is a particularly tricky, one-off issue to solve, the Council will invite tenants and leaseholders to take part in a focus group, sharing their thoughts on the issue and proposing solutions that the Council will take into consideration.



Resident Challenge Board

This group has been established to focus on the Housing Services Improvement Plan which the Council is delivering following the C4 grading issued by the Regulator of Social Housing in October 2024. Its role is to scrutinise and provide feedback on the Council's performance against this improvement plan and to hold the Council to account in delivery of the plan. There will be some crossover between this group and the Housing Performance Accountability Group so we will work with both groups to ensure they are working effectively.



Example scenarios

Scenario 1:

A tenant has a problem with a broken shower. They do not know how to resolve the issue so they ask their Local Housing Champion for advice, and they are able to advise them whose responsibility it is, and show them how to report their repair using the Council's website. A few weeks later the tenant is still having problems with their broken shower. The tenant informs the Local Housing Champion and shares the job number. The Local Housing Champion contacts the Resident Involvement Coordinator in the Council who provides support to resolve the issue.



Scenario 2:

A group of neighbours has identified that there is an issue with antisocial behaviour in a particular spot in their estate. They inform the Local Housing Champion who helps them to report it using the online function, and advises them to keep a record of the type of antisocial behaviour, the dates and times that it is taking place as well as the impact.

The Local Housing Champion escalates the issue to the Resident Involvement Co-ordinator in the Council to follow up the issue with the relevant team.

The Local Housing Champion also suggests that the group of neighbours consider forming a local residents group. The members discuss opportunities for long-term solutions, such as changes to lighting, planting or security that might deter antisocial behaviour, supported by the Resident Involvement Coordinator. They present their findings to the Resident Involvement Coordinator and at the annual Resident Involvement Event.



Resourcing the activities

While all the building blocks are important to the success of this strategy, not all of them will be actively led by the Council. Instead for some activities we will take a facilitating role, joining up other parts of the Council, and community, voluntary or faith organisations who have similar aims and approaches. The approach will vary depending on the situation, but is likely to include:

- Making use of our communications outputs to raise awareness of existing voluntary and faith groups, as well as taking working with existing groups to disseminate information
- Making use of our relationships with individual residents and with organisations to put residents and groups in touch with one another
- Working with community groups to address under-representation
- Enabling groups to make use of community spaces in our blocks and estates
- Raising awareness of funding and grant opportunities

It is important that the Housing Service's work is aligned with other activity taking place across the Council and does not duplicate it. The Resident Involvement Team will liaise with other services across the Council to stay up to date with other activities taking place and identify opportunities for collaboration.

The table set out below shows which activities are Council-led and will require Council resources, and which are led by tenants and leaseholders but supported by the Council.

Council led and resourced action	Council facilitating – tenants and leaseholders or other organisations leading
Local housing champions	Local resident groups
Estate inspections	Local communications networks
Estate action days	Other local activities (eg gardening groups, knit-and-natter etc)
Local and strategic focus groups	
Housing surgeries	
Annual resident involvement celebration	
Surveys and consultations	
The housing newsletter	
Housing Performance Accountability Group	
Building Safety Resident Group	
Resident Challenge Board	
Leaseholder Group	

How our building blocks meet our objectives

This strategy should give you, our tenants and leaseholders, confidence that you are:



1. **Informed:** you are provided with all the information you need about housing services and related policies, changes affecting you, events and activities
2. **Involved:** there are opportunities for you to share your views on housing services
3. **Engaged:** you have the ability to influence decision-making and design service improvements
4. **Empowered:** there are opportunities to participate in the governance of the housing services at Newham

The most intensive types of resident involvement are engagement and empowerment. We know that this may not be appropriate for everyone. It is also important to ensure that we build relationships and trust with tenants and leaseholders by getting the informing and involvement right.


We want to make sure that there are a range of options available for people who want to take part at all levels. This strategy is for all tenants and leaseholders, not just those who are already closely involved. The table below sets out which type of resident involvement is associated with each of the building blocks we have identified on pages 14 and 15 above.



	Inform	Involve	Engage	Empower
Local resident groups	×	×		
Local housing champions	×		×	
Estate inspections		×		
Estate action days		×		
Local focus groups			×	
Local communications networks	×	×		
Other local activities		×		
Surgeries		×		
Housing surgeries	×	×		
Annual resident involvement celebration	×	×	×	×
Surveys and consultations		×		
Housing Newsletter	×			
Housing Performance Accountability Group			×	×
Building Safety Resident Group			×	×
Leaseholder Group			×	×
Strategic focus groups			×	
Resident Challenge Board			×	×

How this strategy responds to your ideas

Principle	You said	We will
Transparency and accountability 	We want to know how well the Council is doing at improving	<p>Keep publishing our annual Tenant Satisfaction Measures and publicise them so that tenants know how we are performing compared with other social housing providers.</p> <p>Publish our progress against the Housing Services Improvement Plan on our website on a quarterly basis.</p>
	Tenants and leaseholders need to be able to hold the Council to account.	Ensure that we support a dedicated group of tenants and leaseholders, currently the Resident Challenge Board, to scrutinise the Council's improvement plan and ongoing performance.
	We want to know what is going on in working groups	Use Newham Co-Create to publish the minutes of working groups and scrutiny panels.
	It needs to be easier to speak to Council officers	<p>Hold regular housing surgeries around the borough, using community spaces on estates where possible. We will ensure that representatives from a range of Council services are present, and that tenants and leaseholders don't have to make an appointment.</p> <p>We will continue to improve our contact centre to reduce the amount of time people spend waiting to speak to an officer, and monitor calls to ensure that tenants and leaseholders are given the best possible experience.</p>
	We don't know who to contact with issues	Provide all households with a letter notifying them of the name and contact details of their Housing Liaison Officer (HLO). We will also keep noticeboards up-to-date. We will publish key contact numbers and emails for other housing services on our website.
Listening and responding 	Meetings are time-consuming but it's not clear there's a lot of impact	<p>Review all existing groups to understand whether they are providing opportunities for meaningful involvement. Not all issues will need a formal group that meets regularly. Where attendees would be better served by a surgery-type session for individual issues, or a one-off focus group, this may be proposed instead.</p>

Principle	You said	We will
Listening and responding	Collect opinions on housing policy	We will use the formal resident groups to review and provide feedback on policies and strategies. We will also publish consultations to the wider public, and may also put together focus groups where we need feedback from specific groups of people, for example, people with disabilities.
	When the Council visits our estates we can show them what needs to be done.	Organise joint estate inspections to identify areas that need maintenance or improvement, as well as anti-social behaviour (ASB) hotspots.
	People need to see that something is being done in response to their feedback.	Some estate inspections and the estate action days could include operatives who are able to make repairs and respond to maintenance issues the same day.
	Leaseholders need their own forum to raise issues and speak to the Council.	We will create a new leasehold group that has a defined membership and can work on driving long-term improvements to the service, as well as responding to individual issues through the housing surgeries.

Supporting collaboration 	We need activities for children and young people on estates	Promote opportunities among the Council and voluntary, community and faith sector, and linking local groups up to charities and organisations with similar goals.
	Make use of schools, libraries, and other community spaces	Use community spaces to host some of the surgery sessions around the borough, and where possible, use their noticeboards to share information.
	Many tenants and leaseholders take pride in their neighbourhoods and already do a lot to keep them clean and tidy.	Link groups up and provide support like help with waste disposal when resident groups want to organise gardening groups, litter picks or other activities in their local areas.
	We need to create opportunities to build community and tackle loneliness.	Support tenants and leaseholders and the voluntary, community, and faith sector to run coffee mornings, knit and natter, Warm Havens and other groups on estates and around neighbourhoods. Housing services will join to provide information and get feedback from residents.
	Local groups should be able to meet up to share ideas.	Organise a regular forum where representatives of local groups can come together with the Council to share progress, discuss common issues and exchange ideas.
	The amount of bureaucracy involved in setting up a formal Tenants and Residents Association can be a barrier.	Provide opportunities for people to come together in groups that are more informal if that is what works for them. We will be flexible and adapt to tenants' and leaseholders' preferences.


Principle	You said	We will
Being inclusive of all residents 	Local activities need to be available across the Borough, not just a few areas.	Actively seek out tenants and leaseholders to start groups or act as individual Housing Champions where there is currently no resident group. Where possible, we will try to ensure that each resident group aligns with an HLO patch so that they can work together.
	Not everyone is able to get involved when everything is digital	Make sure that we use a mix of digital and non-digital communications. The main non-digital method of communicating are the noticeboards in blocks and estates.
A voice for local communities 	The activities and groups tenants and leaseholders are most keen to get involved in are at the local level, working to improve their blocks, estates and neighbourhoods.	<p>Help to connect engaged people to establish resident groups for their local areas.</p> <p>We also know that tenants and leaseholders want to see action at the local level and so have focussed our local action on activities that will drive improvements in the short term, and will ensure that residents can see results</p>
	Newham has some highly engaged tenants and leaseholders who already advocate for their neighbours.	We will formalise this by supporting people to become Local Housing Champions who can advise and support their neighbours with housing issues.
	In some places there isn't much interest in getting involved.	We will ensure that action can take place in neighbourhoods and estates through action days and estate inspections, even where tenants and leaseholders do not wish to form a local group.

Measuring success


It is important that we put in place agreed methods for understanding whether or not we are performing. The table below sets out how we will ensure that we are making progress against this strategy.


This strategy will be followed a service plan that sets out in detail the tasks we plan to undertake each year. At the end of each financial year (in March) we will report on how we are performing against that year's tasks, and consider what needs to happen the following year. That performance report will also report on the performance measures set out below, and reviewed by the Resident Challenge Board and the Housing Performance Accountability Group.


Key Performance Areas & Indicators


Principle	Component of principle	Outputs	Metrics for measurement	Outcomes	Impact
Transparency and accountability 	Being open about performance and plans	<ul style="list-style-type: none"> • Published performance reports • Published improvement programme • Published strategies and action plans 	<ul style="list-style-type: none"> • Number of performance reports published by Council • Level of performance reported • Number of tenants and leaseholders who have read the performance reporting • Number of responses to strategy consultations • Number of changes made to improvement programmes, strategies and action plans because of resident feedback 	Tenants and leaseholders can access performance reporting, and influence strategies and improvement plans	<ul style="list-style-type: none"> • Tenants and leaseholders are assured that the Council is meeting its commitments • Tenants and leaseholders can see the impact of their feedback • Improvement programmes, strategies and action plans are stronger and have greater resident buy-in

Principle	Component of principle	Outputs	Metrics for measurement	Outcomes	Impact
	Holding the Council to account	<ul style="list-style-type: none"> • Housing Performance and Accountability Group (HPAG) • Resident Challenge Board (RCB) • Reporting of actions of HPAG and RCB • Annual Tenant Satisfaction Measures (TSM) surveys 	<ul style="list-style-type: none"> • Satisfaction reported by tenants and leaseholders who are part of the Housing Performance and Accountability Group • (HPAG) and Resident Challenge Board (RCB) • Activity of the HPAG and RCB measured in number of meetings and recorded actions from meetings. • Changes made to the service as a result of recommendations from this group • TSM survey results 	Resident groups scrutinise the performance of the improvement programme and wider housing service	Tenants and leaseholders can hold the Council to account for its performance
	Clear communication and regular updates	<ul style="list-style-type: none"> • Up-to-date noticeboards in blocks • Communications with tenants and leaseholders around homes and estates • Communications with tenants and leaseholders around policy change • Communications around opportunities to get involved 	<ul style="list-style-type: none"> • Number of communications sent to tenants and leaseholders • Share of Council emails opened by tenants and leaseholders • Number of different forms of communication used • Interactions on social media 	The Council can be assured that we are communicating with tenants and leaseholders regularly about topics that are important to them	Tenants and leaseholders feel better informed about what's going on in the Council and in their local area

Principle	Component of principle	Outputs	Metrics for measurement	Outcomes	Impact
Listening and responding 	Actively seeking residents' opinions	<ul style="list-style-type: none"> • Surveys issued after repairs • Surveys after resident involvement events • Consultations launched • Tailoring opinion surveys to issues that matter to them • Annual Tenant Satisfaction Measures (TSM) survey 	<ul style="list-style-type: none"> • Number of surveys published • Number of responses per survey • Level of satisfaction reported • Number of policy consultations launched and number of responses received • Number of tenants and leaseholders for whom we hold details of preferences • TSM results 	The Council can measure tenants' and leaseholders' opinion on services delivered and proposals published and make improvements	Tenants and leaseholders receive a housing service that better meets their needs and preferences
	Responding quickly and effectively to concerns	<ul style="list-style-type: none"> • Estate action days • Information-sharing systems between Council teams introduced • Improved information about tenants to allow tailored responses 	<ul style="list-style-type: none"> • Number of estate action days held • Attendance at estate action days • Number of completed actions from estate action days • Number of referrals of cases between Council teams • Number of complaints (at stage 1 and stage 2) • Number of tenants and leaseholders for whom we hold up-to-date demographic information. 	<ul style="list-style-type: none"> • Residents can easily report issues to the Council, which has effective mechanisms for responding • The Council can evidence that it is delivering fair and equitable services 	Residents have confidence that the Council is listening and responding to their views and concerns

Principle	Component of principle	Outputs	Metrics for measurement	Outcomes	Impact
	Building lasting trust	<ul style="list-style-type: none"> Housing surgeries Publication of contact information on noticeboards 	<ul style="list-style-type: none"> Number of surgeries held Attendance of staff at surgeries Share of issues raised at surgeries that have been actioned/resolved Satisfaction surveys after attendance at housing surgeries Noticeboards have all been checked in the last 6 weeks based on published logs. 	Officers are more visible and accessible on estates and at events for tenants and leaseholders to address concerns or raise issues	Tenants and leaseholders have increased trust that the Council is working to improve their housing
A voice for local communities 	Enabling resident groups	Resident groups, both formal and informal	<ul style="list-style-type: none"> Number of local resident groups Number of new local resident groups established per year Number of representatives from local resident groups that are represented at the annual event Geographical spread of resident groups 	Tenants and leaseholders come together as a group to identify and raise issues about their local area	Tenants and leaseholders have a stronger sense of community and the Council is more aware of what issues are at the local area
	Developing groups over time	Resident groups with a range of types of governance model	<ul style="list-style-type: none"> Number of each type of local resident group by level of Council support and governance model Start date of each resident group Frequency of resident group meetings (online or in-person) 	Local resident groups can evolve depending on local needs	Resident groups can operate effectively because they are adapted to local needs
	Supporting residents to take charge	Groups that take charge of their own governance and agendas	Number of each type of local resident group by level of Council support and governance model	Tenants and leaseholders can run groups independently of the Council	Local resident groups are empowered to act independently of the Council

Principle	Component of principle	Outputs	Metrics for measurement	Outcomes	Impact
Supporting collaboration 	Building strong communities	<ul style="list-style-type: none"> • Community spaces are used for housing resident involvement • Community events supported or facilitated by the Council • One-off or short term focus groups 	<ul style="list-style-type: none"> • Number of events held in community spaces by the Council or other organisations • Number of focus groups held • Number of focus group participants • Number of focus group recommendations adopted 	Tenants and leaseholders make the most of their local area and can make decisions that have a local impact	Tenants and leaseholders have a stronger sense of ownership over their local area and links to their community
	Building links with the voluntary sector	<ul style="list-style-type: none"> • Facilitating links between existing groups • Housing staff attend events run by other community groups 	<ul style="list-style-type: none"> • Groups contacted per month • Number of events attended by housing staff per month 	Council and voluntary sector are better aligned and co-ordinated	Council and voluntary sector are able to operate more effectively to benefit tenants and leaseholders

Principle	Component of principle	Outputs	Metrics for measurement	Outcomes	Impact
Being inclusive of all residents 	Making activities accessible to all	<ul style="list-style-type: none"> • Venues are physically accessible • Events are both digital and in-person • Events take place at a range of times • Events are inclusive for parents 	<ul style="list-style-type: none"> • Share of events held in physical venues that are accessible to wheelchair and pushchair users • Share of events that are digital and in-person • Share of events that take place during evenings and weekends • Share of participants at events with protected characteristics 	The demographic profile of tenants and leaseholders taking part in activities and groups is representative of that of tenants and leaseholders as a whole, indicating that events are inclusive	Tenants and leaseholders have minimal barriers to participation in resident involvement activities and events
	Treating everyone with respect	<ul style="list-style-type: none"> • Agreement around zero-tolerance approach to abuse • Staff training to support meetings where everyone can be heard 	<ul style="list-style-type: none"> • Number of incidents of abusive behaviour logged by staff • Number of staff attending relevant training • Number of tenants and leaseholders attending relevant training 	Meetings are free of abuse and well-facilitated when the Council is involved	Tenants and leaseholders feel respected and safe
Cross-cutting	Integration of resident involvement	<ul style="list-style-type: none"> • Resident involvement insights • Feedback from resident scrutiny groups 	<ul style="list-style-type: none"> • Number of resident involvement insights included in KPIs • Number of resident involvement insights integrated into service plans 	Resident involvement is integrated into departmental performance management and strategic planning	Resident feedback has a meaningful impact on the direction of the housing service

Reporting frequency

Data on the performance indicators outline above will be collected monthly, quarterly, bi-annually, or annually depending on the indicator.

An annual performance report which includes a review of the performance indicators will be published each year in March. This will be produced by the Resident Involvement Team and reviewed by the Resident Challenge Board and Housing Performance Accountability Group.

Roles and responsibilities

Resident involvement is everyone's business, and this is a whole-Council strategy. Teams across the housing directorate and other services as needed will be expected to attend events and provide information where required.

The strategy will be owned by the Programme Director (Tenancy Services) and will have oversight from the Lead Member for Council Housing Improvements. The team primarily responsible for the delivery of this strategy is the Council's dedicated Resident Involvement Team, who will:

- Liaise with individual tenants and leaseholders
- Co-ordinate events and groups
- Ensure that a range of services from across the directorate are present for activities and events where required
- Facilitate links with the voluntary, community and faith centre
- Be responsible for performance reporting

Regulatory Alignment

This performance monitoring framework supports compliance with:

- Consumer standards set by the Regulator of Social Housing (RSH). In particular, the Transparency, Influence and Accountability Standard sets out the requirements for how the Council:
 - Treats residents with fairness and respect
 - Ensures that residents diverse needs don't have a negative impact on the service they receive
 - Takes residents views into account
 - Provides information about our services
 - Collects and provides performance information for resident scrutiny
 - Addresses complaints
- Housing Ombudsman expectations on complaints, transparency, and responsiveness. Our Housing Complaints Policy is published on the Council's website and sets out what is considered a complaint, how it will be handled (including timescales) and what residents and leaseholders should expect if the complaint is upheld. It has been produced to meet the Housing Ombudsman's Complaint Handling Code 2024.
- Building Safety Regulator standards on resident engagement (Building Safety Act 2022) and processes around complaints.
- Corporate strategy commitments to inclusivity, transparency, and service co-design.





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