Nehemiah HOUSING

Supporting BAME communities to thrive



TENANT ENGAGEMENT STRATEGY

2026
2029

Our Commitment:
Tenant Voice, Accountability, and Service Excellence

At a glance (for tenants, staff and Board)



- This strategy explains how Nehemiah Housing will listen to tenants and use tenant feedback to improve services from 2026 to 2029.
- It sets out clear ways to get involved (from quick surveys to tenant panels and scrutiny) and how we will make involvement inclusive and accessible.
- It shows what tenants told us matters most: repairs and property standards, safety, tackling anti-social behaviour, and better communication.
- It confirms how we will report progress, including "You Said, We Did", Tenant Satisfaction Measures (TSMs), and learning from complaints.
- It also sets out who is responsible for delivery and how the Board and tenants will review progress.

Who this strategy is for:

Tenants and residents, frontline and support staff, Nehemiah's Board and committees, and partners (for example contractors and community organisations). We have written it in plain language so everyone can understand what we will do, why it matters, and how we will report back.



Introduction

Nehemiah Housing is committed to putting tenants at the heart of everything we do. This strategy sets out how we will work in partnership with tenants, staff, and our governance bodies from 2026 to 2029 to strengthen tenant voice, improve services, and demonstrate clear accountability. It has been informed by wider tenant consultation, with Scrutiny Panel support to shape and promote the survey.

Tenant feedback highlighted clear priorities that run throughout this strategy: getting repairs and property standards right, improving safety and security, tackling anti-social behaviour and environmental concerns, and making engagement easier through clearer, more consistent communication using tenants' preferred channels (including phone, email, SMS/text, printed newsletters/letters, our website and social media), alongside face-to-face options such as events and walkabouts. Tenants also told us that barriers such as time constraints, work and caring responsibilities, accessibility needs, and confidence can prevent involvement. In response, this strategy commits to inclusive, flexible ways to take part and a clear "You Said, We Did" approach so tenants can see the difference their views make.



Our Vision

We believe tenant engagement is everyone's business. Our goal is to embed a culture where tenants, staff, and leadership work together to shape services, drive improvement, and ensure accountability.

Regulatory Compliance and Influential Documents

This strategy supports Nehemiah Housing's commitment to meeting regulatory expectations and demonstrating clear assurance to tenants, the Board and the Regulator of Social Housing (RSH). It explains how tenants will be informed, involved and able to influence and scrutinise performance, and how we will evidence outcomes, learning and service improvements. We will use this strategy to:



Regulator of Social Housing (RSH) Consumer Standards

(including the Transparency, Influence and Accountability Standard).

Reference: Regulator of Social Housing – regulatory standards for landlords (including Consumer Standards).

- Maintain clear routes for tenant influence at strategic, service and neighbourhood levels, including scrutiny and co design.
- Publish tenant-facing information on performance (including Tenant Satisfaction Measures), what it means, and what we will improve.
- Use complaints, compliments and feedback as formal learning inputs, reporting themes and actions in line with the Housing Ombudsman Complaint Handling Code.
- Make engagement inclusive by design, offering reasonable adjustments and monitoring participation to meet Equality Act duties.
- Protect tenant data and confidentiality when collecting insight and sharing results, in line with data protection requirements.
- Retain proportionate evidence (plans, notes, decisions, outcomes) to demonstrate compliance, assurance and continuous improvement.

Regulator of Social Housing

Tenant Satisfaction Measures (TSMs): collection, publication and tenant-facing explanation of results and improvement actions.

Social Housing (Regulation) Act 2023: strengthening consumer regulation and the expectation that landlords listen and respond to tenants.

Reference: Social Housing (Regulation) Act 2023 (UK legislation).

Housing Ombudsman Complaint Handling Code: using complaints, compliments and feedback as learning to improve services.

Reference: Housing Ombudsman – Complaint Handling Code.

National Housing Federation (NHF) "Together with Tenants" Charter: commitments to relationships, communication, voice and accountability.

Reference: National Housing Federation – "Together with Tenants" charter.

TPAS National Engagement Standards: good practice expectations for inclusive, transparent tenant engagement.

Equality Act 2010: ensuring engagement is inclusive and reasonable adjustments are offered.

Reference: Equality Act 2010 (UK legislation).

Data protection and confidentiality requirements: handling tenant information safely when collecting feedback and publishing insight.

Reference: Data Protection Act 2018 and UK GDPR requirements (data protection and confidentiality).



Principles

- **Co-design:** Services are designed with tenants, not just for them, and tenant input is recorded and reflected in decisions.
- **Transparency:** Performance information (including TSM results), decisions and progress are shared openly, in plain language, including where improvement is needed.
- **Inclusion and Equality:** We remove barriers so all tenants can participate, offering reasonable adjustments, accessible formats and non digital alternatives.
- **Influence and Accountability:** Tenant input leads to real changes in policy, practice and spending, and we report back through "You Said, We Did" with clear owners and timescales.
- **Learning Culture:** We use complaints, compliments and feedback to improve services, and we evidence what changed as a result.
- **Data Protection:** We collect and store tenant information safely and only use it for agreed purposes, protecting confidentiality when sharing insight.



What Tenants Told Us

How we gathered tenant insight

We surveyed the wider tenant base to inform this strategy, with 47 tenants responding (from approximately 1,250 households). The Scrutiny Panel supported this work by helping shape the questions and promote the survey.

- Repairs, maintenance and property safety.
- Clear, accessible communication, with a choice of digital and non-digital options.
- Anti-social behaviour and community environment concerns.
- Honest reporting, clear staff contact details, and evidence of change.





Tenant Insight



Top Priorities: Repairs, maintenance, and property safety.

Communication Gaps: While email is preferred by 29%, a significant group remains reliant on non-digital methods or faces accessibility barriers (13% of barrier comments). This strategy therefore maintains a choice of channels, including phone, SMS/text, printed newsletters/letters, website and social media.

Community Needs: Anti-social behaviour and lack of facilities are the primary community concerns.

Accessibility: The strategy must be easy to read and available in accessible formats (for example plain language and clear layout).

Transparency: Tenants want honest reporting on what is working and what is not, including what we will change as a result.

Annual "Impact Report": To show how tenant voices have shaped services.

Digital inclusion: Always offer non-digital alternatives.

"You Said, We Did": We will respond to 100% of Scrutiny Panel recommendations and publish what we did (or explain why we did not).



Community Investment

We commit to supporting at least two tenant-led community projects each year, tackling anti-social behaviour and isolation.





What We Delivered in 2024

In 2024 we delivered a strengthened programme of tenant engagement focused on visibility, accessibility and regulatory readiness. The narrative below summarises what was delivered against the 2024 actions and the types of evidence retained (for example: meeting invites/notes, walkabout logs, newsletters, survey outputs, complaints learning reports and regulatory submissions).

Action / commitment	What did we do (2024–2025)	How do we evidence it
Increase communication by holding two involvement group meetings every quarter in different areas	We maintained regular involvement activity across schemes and service areas, including tenant involvement meetings and scrutiny activity, and used these sessions to identify issues, test ideas and agree actions. Where sessions were delivered in specific locations, outcomes were captured and fed back through follow up communications.	Meeting schedule and invites; attendance lists; notes/ actions; published updates (e.g., "You Said, We Did"). *Website reference:* Tenant involvement information (ways to get involved) and involvement leaflet.
Customer Engagement Officer to attend residents' meetings and estate walkabouts	The Community Partnership and Engagement Assistant attended and supported estate walkabouts and resident sessions, helping to gather on-the-ground feedback, agree action points with teams and follow up with tenants.	Calendar invites and attendance; walkabout action logs; follow up communications. *Website reference:* Estate Walkabouts page (published dates/locations and how to join).

Action / commitment	What did we do (2024–2025)	How do we evidence it
Train teams to use simple, transparent language in all communications	We strengthened our plain-language approach by reviewing tenant-facing communications for clarity, reducing jargon and using more direct, practical wording. Tenant input (including newsletter/editorial feedback) helped confirm what was clear and what needed improving.	Training invites/materials; updated templates; tenant review feedback (e.g., newsletter editorial input); examples of revised communications.
Consider alternative digital communication methods following tenant feedback	We used tenant feedback to offer a choice of communication channels, including printed communications where needed. We also introduced the tenant portal so tenants can access their rent statement, make payments and view outstanding repairs.	Tenant survey feedback on channel preference; comms plan; examples of SMS/poll usage; newsletter distribution evidence (online and print).
Submit an annual statement to the Regulator of Social Housing demonstrating compliance with Consumer Standards and TSMs	We supported the preparation and submission of annual compliance/ assurance information, with retained working papers and internal sign off evidence.	Submission confirmations and working papers; internal sign off emails; published tenant-facing TSM report.
Adhere to the National Housing Federation Together With Tenants charter	We reflected the charter commitments in our engagement approach and public reporting, including clear routes for involvement, feedback and accountability.	Tenant Annual Report statements; strategy cross reference; published materials evidencing how commitments are being met.

Action / commitment	What did we do (2024–2025)	How do we evidence it
Report on the impact of the strategy and celebrate success	We reported outcomes through tenant communications (including newsletters/tenant reporting, website) and highlighted improvements alongside learning points.	Tenant Annual Report; newsletters; website news posts; impact report publication.
Review and improve satisfaction surveying and rent consultation methods	We reviewed how we run satisfaction surveying and consultation activity, focusing on improving accessibility, clarity of questions and the quality of feedback loops so tenants could see the outcome of their input.	Survey methodology notes; consultation meeting materials; feedback forms; summary of outcomes shared with tenants.
Encourage more comments, complaints and compliments and learn from them	We promoted feedback routes and strengthened learning from complaints, using themes and outcomes to inform service improvements and future communications.	Complaints learning reports; complaint management review meetings; newsletter features; website contact routes.
Monitor delivery via the Housing Services Manager and Customer Engagement Officer, reviewed annually with tenants	Delivery was monitored through management oversight and tenant scrutiny activity, with periodic reviews used to confirm progress, identify gaps and set priorities for the following year.	Delivery tracker; scrutiny meeting papers/minutes; annual review notes and published summary.

Tenant Groups & Inclusion Plan

We will make sure our engagement options reflect our tenants' needs and backgrounds.

- **Regional Diversity:** Listening Circles for scheme/general need group focusing on our current tenant demographic. Ensuring that the service is shaped around our tenant base.
- **Accessibility First:** Documents available in large print, braille, or translation; transport support for meetings.
- **Youth Voice:** Launching a digital focus group for younger tenants.



Tenant Groups & Inclusion Plan

Level of Involvement	Method	Purpose
High (Strategic)	Tenant Panel, Policy and Strategy Reviewiers	Governance & Oversight
Medium (Specialist)	e.g. Repairs and ASB Working Group	Service Improvement
Light (Consultative)	Surveys (online and paper), estate walkabouts, SMS/text polls, scheme meetings, website and social media updates	Information & Consultation
Informal (Community)	Coffee mornings, community events, in-person drop-ins and walkabouts, and online meetings (Teams/Zoom)	Community Action



“You Said, We Did” – Accountability Framework

We gather tenant views, take them to management and the Board, make changes, and report back.

Example:



“You said you want clearer updates about repairs; we introduced regular progress messages so you know what is happening and when.”



Delivery Commitments and Evidence Framework

The framework below sets out how we will deliver, evidence and review our engagement commitments, shaped by tenant feedback and Scrutiny Panel recommendations. Actions are designed to be transparent, inclusive and responsive to the priorities identified by tenants in 2026.

Key Principles from Tenant Feedback



- **Accessibility:** All engagement materials and activities must be available in A5 format, use plain language, and be accessible to tenants with varying digital skills and needs.
- **Representation:** Imagery and content must reflect the diversity of tenants and focus on real tenant participation.
- **Transparency:** Honest updates on progress, including areas where objectives have not been met, with explanations and learning points.
- **Choice:** Engagement opportunities include both digital and non-digital options, with support for tenants who face barriers.
- **Continuous Improvement:** Feedback loops (“You Said, We Did”) and annual reviews with tenants shape future priorities.





Delivery Commitments (2026–2029)

Action / commitment	What we will do	How we will evidence it	Owner(s) & Review
Accessible, Inclusive Engagement	All materials in an square booklet format (instead of A4), in plain English, with alternative formats and support for non-digital participation.	Booklets, website, tenant feedback, scrutiny panel minutes	CP&EO with Scrutiny Panel; **Review:** Annually with tenants
Diverse Representation	Real tenant images and stories, reflecting all ages, backgrounds, abilities	Booklet/website imagery, tenant feedback, scrutiny minutes	CP&EO with Communications; **Review:** Annually
Transparent Progress Reporting	Publish an annual tenant-facing performance and impact update ("You Said, We Did"), including TSM results (where applicable), what they mean, and agreed improvement actions. Provide honest reporting on what was not achieved and why, and what will change as a result.	Impact Report; TSM publication/explanation; newsletters/letters; website updates; scrutiny panel papers and minutes; Board report and decisions log.	CP&EO with Governance and Communications; **Review:** Quarterly via performance reporting and at Scrutiny Panel (at least 6 monthly)
Regular, Varied Engagement Activities	At least two involvement group meetings per quarter in different areas, digital and face-to-face options	Meeting invites, attendance logs, feedback forms, website updates	CP&EO with Housing Services Manager; **Review:** Quarterly, six-monthly with tenants
Tenant-Led Walkabouts and Consultations	Schedule and publicise walkabouts, ensure tenant involvement is visible and outcomes are reported back	Walkabout logs, photos, feedback, website updates	CP&EO with Housing Officers; **Review:** Quarterly
Clear Contact and Accountability	Up-to-date contact details for all tenant-facing staff, clear responsibilities listed	Booklet, website, newsletters	CP&EO with Tenant Engagement **Review:** Ongoing, annual check
Continuous Feedback and Learning	Make it easy to give feedback at any time (surveys, comments, complaints and compliments). Analyse themes and outcomes, and use them as formal learning inputs in line with the Housing Ombudsman Complaint Handling Code, sharing what changed as a result.	Complaints and feedback trend reports; learning logs; service improvement plans; "You Said, We Did" updates; scrutiny panel minutes; staff briefings/ training records.	CP&EO; **Review:** Quarterly learning review and annual published summary
Support for Barriers to Engagement	Identify and address barriers (timing, childcare, accessibility, digital exclusion)	Survey data, feedback forms, engagement logs	CP&EO with Scrutiny Panel; **Review:** Annually

Action / commitment	What we will do	How we will evidence it	Owner(s) & Review
Annual Review and Priority Setting	Hold an annual tenant review session to assess delivery, agree new priorities, and confirm monitoring arrangements. Capture how tenant insight has influenced decisions, and update the evidence pack that supports consumer standards assurance and regulatory readiness.	Annual review notes; published summary; updated delivery tracker; scrutiny recommendations and responses; assurance/ evidence pack index (plans, decisions, outcomes).	CP&EO with Scrutiny Panel and Board; **Review:** Annually (with mid year check in)



KPIs & Governance



- **Oversight:** Tenants will scrutinise progress against this strategy (including the Delivery Commitments and Evidence Framework) at least every 6 months, with actions, responses and timescales published through "You Said, We Did".
- **Performance and compliance measures:** We will track engagement KPIs (reach, diversity of participation, satisfaction with engagement, response times to feedback) alongside regulatory-facing measures (TSM results and improvement plans, complaint handling performance and learning outcomes, and evidence of tenant influence on decisions).
- **Publication and transparency:** We will provide clear tenant-facing reporting on performance (including TSMs where applicable), what the results mean, and what we will do next, using accessible formats and preferred channels.
- **Annual tenant review:** Each year we will hold a tenant review session to assess delivery, agree priorities for the following year, and confirm how actions will be monitored. A summary and updated delivery plan will be shared with tenants.
- **Board and assurance reporting:** An annual update will be provided through Nehemiah's governance route so tenant insight, scrutiny outcomes and complaint-learning themes inform assurance on consumer standards and continuous improvement.



Risks & Mitigations

- **Consultation Fatigue:** We keep surveys short, avoid duplication, offer incentives where appropriate, and always show outcomes so participation feels worthwhile.
- **Digital Divide:** We maintain paper-based options, phone support and face-to-face engagement (including walkabouts), and we signpost tenants to digital support where available.
- **Under-representation:** Some groups may be less likely to participate, limiting influence. We will monitor who engages, target outreach, and offer reasonable adjustments and accessible formats.
- **Data protection and confidentiality:** Poor handling of tenant data could undermine trust. We will minimise data collected, use approved systems, anonymise reporting where appropriate, and follow information governance procedures.
- **Feedback not leading to change:** If tenants do not see impact, trust reduces. We will use clear decision logs, publish "You Said, We Did", and track responses to scrutiny recommendations to completion.



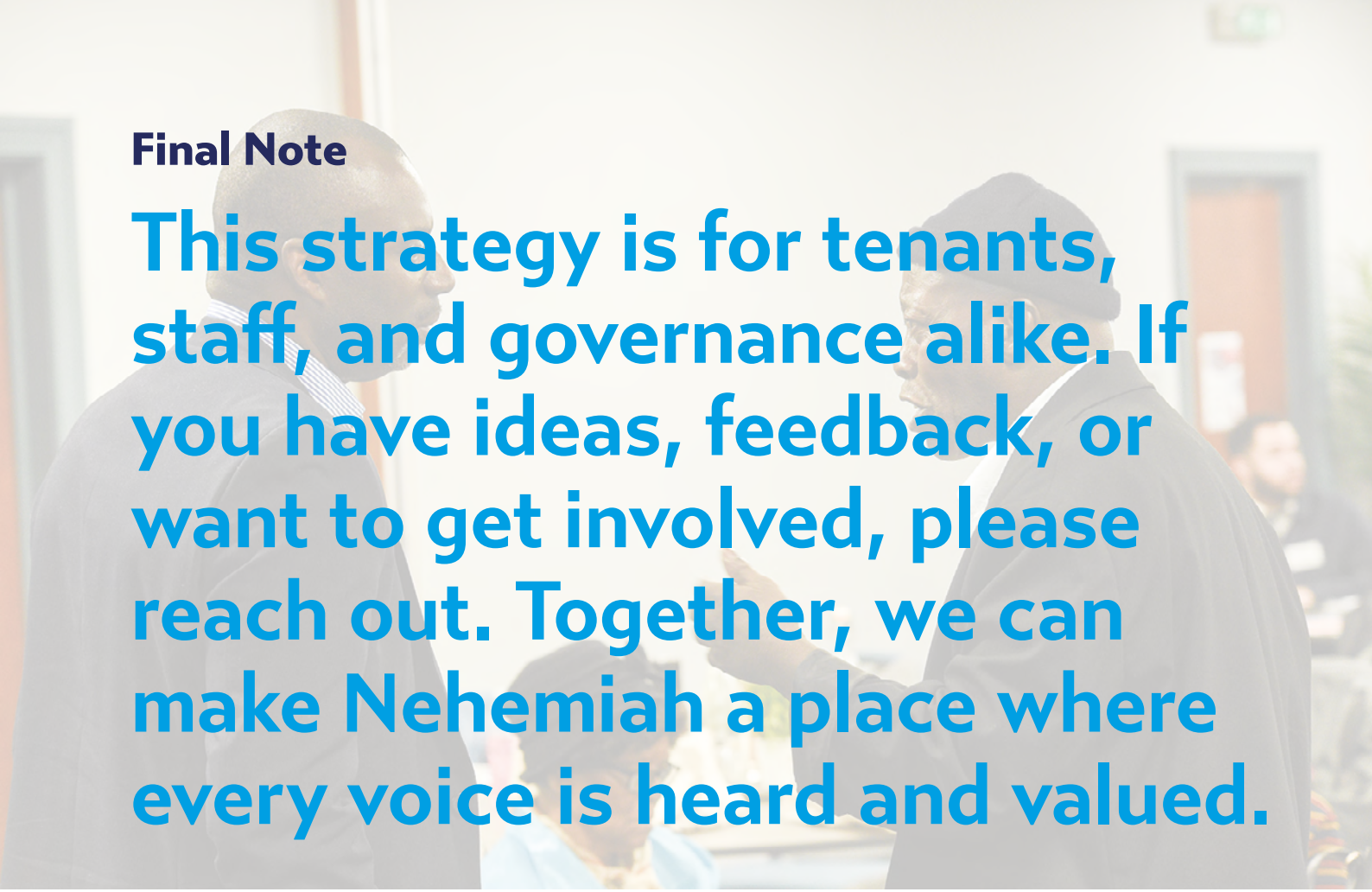
How to Get Involved

Your voice matters. Whether you have 5 minutes or 5 hours, there is a role for you:

- Surveys (customer satisfaction and service-specific)
- Focus groups and consultations (on changes of service or contractor)
- Estate walkabouts (help us with estate inspections and action planning)
- Tenant involvement group (social housing standards and TSMs)
- Online tenant involvement meetings (Teams/Zoom)
- Tenant newsletter (article and story ideas)
- Staying informed and responding to updates via printed newsletters/ letters, our website and social media
- Independent Scheme Meeting (retirement and sheltered tenants)
- Tenant policy review group
- Complaints review panel (quarterly review of anonymous feedback)

What's New in 2026

- **Tpas Compliance:** Fully aligned with the 2024 National Standards for the first time.
- **Accessibility:** Moved to an A5 booklet and removed overcrowded cover designs.
- **Human Focus:** Removed Board member profiles; replaced with contact details for officers who work directly with tenants.
- **Honest Reporting:** We now promise to tell you what we didn't achieve and why, not just the good news.
- **Evidence-Based:** Priorities are now directly linked to the 2026 survey data regarding repairs and ASB.



Final Note

This strategy is for tenants, staff, and governance alike. If you have ideas, feedback, or want to get involved, please reach out. Together, we can make Nehemiah a place where every voice is heard and valued.

Contact Your Engagement Team:

Lead Officer: Pamela Farquharson - Housing Service Manager & Safeguarding Lead

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Prefer SMS/text? Let us know and we will confirm the best number to use for updates.

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