



Tenant Voice Strategy 2026-2030

Providing homes in neighbourhoods where people are proud to live



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Foreword from the Chief Executive

Giving our tenants a voice is about far more than simply asking for their views. It's about truly listening — really understanding what people tell us and using that insight to shape the decisions we make every day. When tenants share their experiences, whether it's about the services they receive or changes we're planning, that feedback should directly influence the decisions made across our organisation, right up to Board level.

I want every tenant to feel they have the chance to get involved in a way that works for them, and to know that their voice can genuinely change things that matter. No one should feel they have to fight to be heard.



Our Tenant Voice Strategy is also, in many ways, our organisation's commitment to listening at every level — because an approach built on listening must run through every colleague, in everything we do, underpinned by our CORE values. When listening becomes part of who we are, everyone benefits.

I am incredibly grateful to the tenants who already give their time so generously through our representative groups and to the time they have given to help co-create this Strategy. Their honesty, challenge and commitment help keep us grounded and accountable.

We've made real progress since our last Tenant Voice Strategy, and the recognition we've received — including Tpas Exemplar status — shows that our current tenant involvement work is strong and valued. But to make meaningful improvement, we need to hear from a much wider range of tenants, not only those who already take part.

We need to reach the people who don't usually speak up, those whose circumstances make involvement harder, and those who want to contribute, but aren't sure how and those customers whose voices are missing.

The Strategy is designed for them just as much as for those already involved; it sets out clear, practical actions to help us bring more voices into the conversation and ensure tenants can influence the things that shape their homes and their lives.

Introduction

This Strategy brings different elements of the tenant voice together to create a clear and consistent approach that opens up more ways for tenants to get involved and makes participation part of our everyday work. It strengthens the routes through which tenants can contribute and ensures those opportunities are visible, welcoming and easier to take part in.

When we talk about the ‘tenant voice,’ we mean the ways tenants share their views, experience and insight — and how the organisation listens, responds and uses that input to shape and improve services.

The Strategy has been co created with tenants using a cross tenant representative focus group, comprising of representatives from the One Voice Forum, Tenant Scrutiny Panel and Tenant and Resident Associations.

It has also been informed by targeted feedback from younger tenants, disabled tenants, tenants over 60, those who felt less involved, and tenants from ethnically diverse communities, alongside input from colleagues. Throughout this document, ‘tenant’ refers to anyone living in our homes.

The Strategy strengthens our existing approach by widening participation routes, improving visibility of outcomes, modernising scrutiny, using data more intelligently, and embedding involvement more consistently across services.

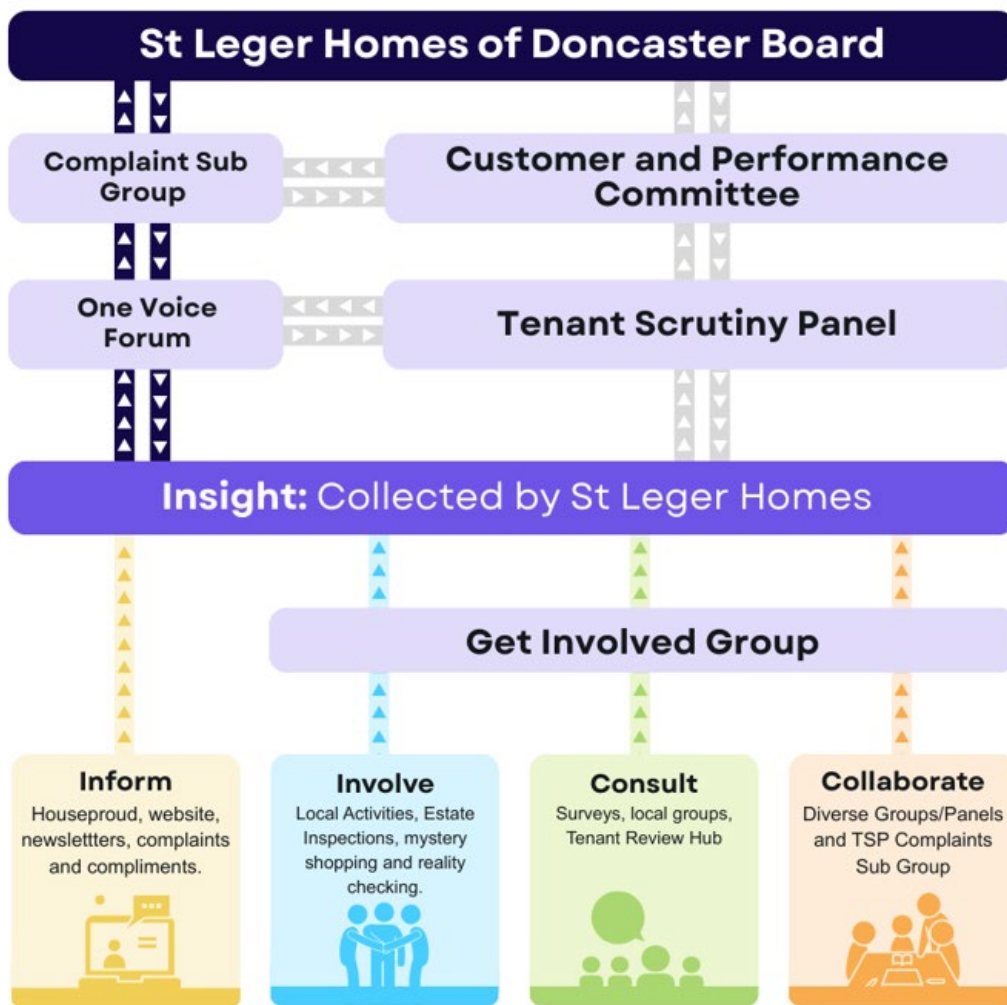
Our belief in the tenant voice

Tenant voice sits at the heart of who we are. When people share their views, insights or lived experiences, this provides us with essential knowledge about what matters and where we need to improve. When we listen well, we make better decisions; when we act on what tenants tell us, we build trust, strengthen accountability and deliver services that genuinely reflect the needs of our communities.

Strong involvement also supports a positive organisational environment and creates respect. It helps colleagues understand what tenants value, reinforces our shared purpose, and creates a sense of connection between teams and the communities we serve. When colleagues see the impact of tenant insight in their everyday work, they feel more confident, informed and motivated to deliver great services.

Our commitment to the tenant voice is supported by our Tenant Voice Model, shown on the next page. This diagram demonstrates the linkages between all the different opportunities tenants have to engage and be involved and show the links to the governance route for influencing decisions at our Board. This influence is underpinned by the attendance of three permanent tenant non-executive members on our Board.

Tenant Voice Model



Why this Strategy matters

The Strategy recognises the fundamental role that the tenant voice plays in our success and sets out how we will broaden, strengthen and diversify the ways tenants can influence what we do. It ensures we have the structures and commitment needed to listen well, respond meaningfully and demonstrate how tenant feedback leads to change.

We know that meaningful involvement must be easy to take part in and designed around different needs to reflect not only the varying needs of our tenants but their lifestyles, circumstances and commitments. We are committed to ensuring that no tenant is excluded because they do not have online options, and we will always provide accessible non digital ways to be involved

We also recognise that involvement and service improvement are closely linked: involvement gives tenants real opportunities to shape services, while service improvement implemented from the involvement, turns tenant insights into visible, tangible outcomes. This Strategy brings these two elements together by creating a single and consistent approach that builds on the direct connection between tenant involvement and improvement.

By strengthening our approach to tenant voice, we aim to deepen tenant influence at every level, ensure lived experience informs our work, and ensure tenants feel heard and fairly treated, with respect, and able to shape the services they rely on.



One Voice Forum meeting in July 2025.

Strategy Overview

Who is the Strategy For?

This Strategy is for our tenants and our employees.

Our Aims and Objectives

At the heart of this Strategy is a single, overarching aim that will guide everything we intend to deliver.

Our Overall Aim

To ensure every tenant can easily and confidently influence our services by providing accessible, inclusive and meaningful opportunities to be involved, and by clearly demonstrating how tenant views shape decisions, improve services, and strengthens accountability.

To deliver the overall aim of this Strategy our approach is built around a set of key objectives that reflect what matters most to our tenants and the outcomes they expect from us.

Each objective is supported by a series of commitments that set out, in practical terms, how we will achieve it. Together, these objectives and commitments provide a structured, transparent pathway for strengthening tenant influence and ensuring the insight tenants share leads to meaningful, measurable improvement.

Our Key Objectives

1. Make involvement easy and accessible for all.

We will:

- ✓ Make it as easy as possible to be involved by supporting the removal of barriers (timing, travel, costs, language)
- ✓ Offer different ways to take part including, in person, phone, text, email, online forms, short polls, and small local conversations.
- ✓ Provide support where needed.

2. We will strive to ensure involvement leads to real change—and tenants can see the impact.

We will:

- ✓ Acknowledge contributions quickly and say what will happen next.
- ✓ Show impact with regular “You Said, We Did” updates across channels.
- ✓ Explain outcomes clearly—what changed, what didn’t, and why.
- ✓ Set service wide expectations for response times and updates for involvement activity.
- ✓ Track actions through to completion and share progress.

3. We will make sure tenant involvement reflects the full diversity of our communities — not just the people who usually take part.

We will:

- ✓ Proactively aim to involve people who are seldom heard and make sure opportunities suit different needs.
- ✓ Use data to check whether participants broadly reflect our tenant population and adjust methods if not.
- ✓ Work with existing routes so voices feed into decisions in one joined up approach.
- ✓ Make use of our Tenant Development Pathway to support greater participation.
- ✓ Provide different opportunities to be involved.

Links to Other Strategies

This Strategy aligns with, contributes to, and draws on, other key organisational frameworks shown below, ensuring the tenant voice is fully embedded across St Leger Homes.

- Communication Strategy
- People Strategy
- Corporate Plan
- Equality, Diversity & Inclusion Strategy
- Digital / ICT Strategy
- Data Smart Strategy
- Housing Management Strategy
- Risk Management Framework
- Tackling Stigma in Social Housing Strategy

Co creating the Strategy with Our Tenants and Employees

This Strategy has been shaped directly by the perspectives, experiences and expectations of our tenants and colleagues. As part of our co creation approach, we brought together representatives from the One Voice Forum, the Tenant Scrutiny Panel and our Tenant and Resident Associations to form a cross section focus group. This group provided balanced insight into what is working well and where we need to strengthen our approach.

Alongside this, we invited feedback from 305 tenants, including members of the Get Involved Group, as well as targeting feedback from younger tenants, disabled tenants, tenants over 60, tenants who felt less involved, and those from ethnically diverse communities. Although only a small number of responses were received, the insight provided was valuable gave us a clearer understanding of where our engagement methods need to be more visible, flexible and better targeted.

The Focus Group told us that involvement has improved in recent years, with more consistent feedback, greater visibility of activity in HouseProud, and positive recognition of the good things happening in local communities. They also described colleagues as helpful and supportive, giving us a strong foundation to build on as we widen and strengthen our involvement offer.

Through these sessions and surveys, tenants identified the areas that matter most to them when thinking about how they want to be involved. These insights directly shaped the commitments and priorities in this Strategy. They emphasised the importance of making involvement more inclusive and more visible, cutting out jargon, using local spaces such as communal halls more often, offering more face-to-face opportunities, and reaching people who take part less frequently and being flexible in how we include tenants in engagement opportunities.

Tenants also stressed the need to see clearly how their involvement makes a difference—through timely updates, plain English communication, and a better balance of digital and non-digital ways to take part.

Tenants also told us what they want to see strengthened. They want more opportunities to lead scrutiny work, more chances for people with direct lived experience of services to shape improvements, and clearer explanations of the purpose and expected outcomes of involvement activities.

They also highlighted the need for us to analyse feedback more consistently and meaningfully, ensuring that decisions are fair, transparent and informed by a wider range of voices. This includes hearing more from those whose views we do not capture often enough and involving tenants with different needs and communication preferences

Taken together, this insight reinforces key recommendations from our most recent Tpas Exemplar Accreditation, including strengthening tenant led scrutiny, increasing the use of targeted lived experience feedback, deepening analysis of insight data, and ensuring fairness and equitable outcomes in decision making.

These findings, alongside feedback from our February 2026 focus group and wider engagement activity, have shaped the Strategy's aim, objectives and commitments. They also inform the work outlined in the actions to deliver this Strategy, which includes broaden the range of voices contributing to our consultation activity, actively seek feedback from tenants who previously reported dissatisfaction, and strengthen the role of the One Voice Forum in assuring influence and impact.

By combining formal representative routes with targeted outreach and lived experience insight, we are building a more inclusive, responsive and transparent approach. This ensures tenants with a wide variety of experiences, needs and preferences can influence how we design and deliver services—and that their contributions consistently lead to visible, meaningful change.



Image of February 2026 focus group with members from the One Voice Forum, Tenant Scrutiny Panel, and Tenant and Resident Associations collaborating on this strategy.

Using insight to shape our approach

A clear understanding of who our tenants are sits at the foundation of this Strategy. To make sure our approach is genuinely inclusive, we need to know the profile of the people and communities we serve.

This insight helps us identify which groups are well represented and, crucially, which voices we are not hearing often enough. The key indicators we track — including age, ethnicity, disability — have shaped the actions and priorities set out in this Strategy, and will continue to inform how we design, target and evaluate our involvement work.

The data sets below show the number of tenants split by insight groups based on the number of tenants as of 25th February 2026, where data has been provided.



While this Strategy does not focus on delivering the specific actions within our Equality, Diversity & Inclusion Strategy, the EDI framework is central to how we increase involvement: it ensures we actively remove barriers, reach a wider range of tenants and create opportunities that reflect the diverse make up of our communities.

Our DataSMART Strategy supports this Strategy by ensuring we have accurate, reliable tenant data to target involvement and understand those from whom we hear.

By grounding our approach in accurate tenant data and strong EDI principles, we can ensure that every part of this Strategy is responsive to the diverse needs of our tenants and creates meaningful opportunities for all voices to be heard.

Where are we now?

Our performance

Our 2025/26 Tenant Satisfaction Measures show strong performance in the areas that matter most for involvement.

This is shown below. When benchmarked nationally, this performance sits in the upper quartile, demonstrating that we compare strongly to other landlords in how we listen to, involve and respect our tenants. Figures are based on the proportion of people who expressed a view and said that view was positive.



The strong Tenant Satisfaction Measure results are reinforced by independent external assurance as show below.

Tpas Exemplar Accreditation

We were proud to achieve Tpas (Tenant Engagement Experts) Exemplar status in 2025, and while this recognition reflects the strength of our current approach, we are not complacent.

In their most recent Exemplar Accreditation, Tpas highlighted that we have a well-resourced engagement approach, dedicated tenant voices across our groups, a wide range of meaningful involvement activities, transparent ways of working, positive tenant focused culture, and strong partnership links with our communities.



We are proud of the fact that at the time of writing this strategy, we are 1 of only 4 housing organisations in the country to achieve this accolade.

We have drawn on the Tpas accreditation findings to ensure our overall aim, objectives and commitments align with sector best practice and fully reflect the intent and expectations of the Consumer Standards.

Reviewing their recommendations has enabled us to assess our approach critically, and ensure the Strategy provides a comprehensive framework for robust and meaningful tenant involvement. Tpas' recommendations will be delivered across the lifespan of this Strategy.



TPAS Exemplar Accreditation Presentation Ceremony at the Tenant Celebration Event in November 2025.

Consumer Standards and Building Safety

The Regulator of Social Housing's Consumer Standards sit at the core of this Strategy. They set clear expectations for how landlords must communicate, involve and support tenants, placing a strong emphasis on transparency, fairness and meaningful resident influence.

This Strategy is built around those principles: making sure tenants' voices shape decisions; and demonstrating clear accountability for the services we deliver.

By aligning our approach to these standards, we strengthen the trust tenants place in us and ensure our work consistently meets the regulatory requirements designed to protect and empower them.

Additionally, it is crucial that our approach acknowledges the responsibilities we have toward tenants residing in high-rise buildings. Recent building safety legislation places clear duties on landlords of Higher Risk Buildings (HRBs) to involve residents meaningfully, share accessible and transparent safety information, and provide clear ways for tenants to raise concerns and influence decisions about their building. Strengthening communication and tenant involvement for people living in HRBs is therefore a vital part of how we meet our statutory obligations and uphold the same standards of openness, fairness and accountability that underpin this Strategy.

Where do we want to be?

Over the next four years, using the feedback from our tenants, we want to build on the strong foundations of tenant insight, co creation and continuous improvement demonstrated across our recent engagement activity and which has informed our Strategy aim and objectives.

From the feedback tenants told us they want involvement to be more inclusive and more visible. They asked us to cut the jargon, use local spaces such as communal halls more to engage so that we offer more face-to-face opportunities for involvement, and reach people who take part less often. They also stressed the importance of seeing the difference their involvement makes. They want involvement that is meaningful and diverse, and they want to see clear evidence that their views shape decisions and services.

Tenants strongly support our existing involvement themes of Involve, Inform, Consult and Collaborate and expect opportunities that remove barriers, offer different ways to take part, and provide timely feedback on the difference their contributions make.

Informed by tenant feedback and strengthened by the recommendations from our latest Tpas Exemplar Accreditation assessment, we want to evolve into an organisation where tenant voice is embedded even more deeply in how we design, deliver and improve services.

Tpas highlight the need to strengthen opportunities for tenant led scrutiny, increase the use of targeted lived experience feedback, deepen our analysis of insight data, and ensure fairness and equitable outcomes in our decision making. They outline clear actions to broaden the varied voices in our consultation activity—including actively seeking feedback from those who previously reported dissatisfaction with how we listen and involve them and strengthening the role of the One Voice Forum in assuring influence and impact. These recommendations, along with others from our tenants, will form part of our actions for delivery.



Tenant Celebration Event in November 2025.

Our Expected Outcomes

By 2030 this Strategy will deliver the following outcomes:

1. Creating a tenant involvement culture where every tenant can shape the services they receive

We will expand the range of ways tenants can get involved—from structured panels to quick, everyday feedback opportunities—ensuring involvement works for tenants with different circumstances and preferences. Tenants in the focus groups emphasised the importance of widening participation beyond “the same people,” reaching those with different backgrounds, experiences and levels of confidence.

2. Fully embedding lived experience and tenant insight in decision making

We will implement the Tpas recommendation to strengthen how lived experience informs service reviews, policy development and change programmes. A broadened, more representative pool of tenants will be asked to contribute to consultations based on their real interactions with services.

3. Strengthening and modernising our scrutiny and assurance model

We will enhance opportunities for tenants to lead scrutiny work, ensuring our approach is independent, evidence based and capable of challenging the organisation as a constructive critical friend. This responds directly to Tpas’ recommendation to strengthen tenant-led scrutiny capacity and improve outcome testing.

4. Increasing the visibility and transparency of outcomes

Tenants told us they value consistent feedback and want to see how their input shapes action. We want to routinely demonstrate impact through clear updates, reports to the One Voice Forum and Tenant Scrutiny Panel, and wider publication through channels tenant’s use. This mirrors current approaches seen in quarterly outcomes reports, which close the feedback loop across both forums.

5. Make even better use of tenant data and feedback to understand who we are hearing from—and who we’re not

We will use insight from demographic data, TSM results and local feedback to design proportionate, targeted involvement that meets the diverse needs of our tenants. Tpas highlight that increased analysis of data is critical to noticing wider voices and understanding equitable outcomes.

The focus groups also reinforced the need to reach people with different needs and communication preferences.

6. Ensure our approach meets and exceeds the expectations of the Regulator of Social Housing and our tenants.

Across all activity, we will continue to reflect the expectations embedded in the Consumer Standards and TSM framework—by listening, acting, demonstrating respect, and showing clearly how tenant views shape services. Our ambition is for tenants to see an organisation that demonstrates fairness, transparency, and responsiveness in every contact and every decision.

Actions to deliver outcomes

The milestone actions for Year 1 to achieve the outcomes above, are set out below.

The milestone actions for Year 1 to achieve the above are:

Overarching Action	Milestone Actions (2026–27)	Outcome
Accessibility & Visibility of Involvement	Launch a refreshed involvement offer (quick polls, micro surveys, local conversations, flexible options)	Creating a tenant involvement culture where every tenant can shape the services they receive
	Review the “How to Get Involved” guide and promote through HouseProud, website and digital channels so tenants are clear of the routes to get involved.	
	Promote the role, membership and activities of the Customer Performance Committee	
Ensuring Transparency & Feedback Loops	Launch a revamped “You Said, We Did” reporting model	Increase the visibility and transparency of outcomes
	Create a Tenant Voice Dashboard	
	Improve the visibility of reporting for all aspects of Health and Safety Reporting	
	Create simple online Board decision updates (“You Said, We Did” style)	Ensure every tenant can influence services and see the impact

Taking into account Lived Experience & Insight in Decision Making	Establish a Lived Experience Panel to support OVF in their decision making.	Fully embedding lived experience and tenant insight in decision making
	Update the Engagement Toolkit to include lived experience methods	
	Review and strengthen the quarterly Tenant Insight Report	
	Carry out consultation on key service policy using Voicescape	
	Run awareness campaigns before major consultations	
Scrutiny & Assurance Strengthening	Strengthen role and membership of OVF	Strengthening and modernising our scrutiny assurance model
	Relaunch and strengthen the Tenant Scrutiny Panel	
	Consider flexible scrutiny options (one day events)	
	Ensure staff are made aware of scrutiny outcomes	
	Consider Executive rotation attending TSP	
	Review success measures for rewards and incentive scheme	

Outreach, Representation & Diversity	Develop an organisation-wide consultation model that sets out who we consult, when we consult, and the most appropriate methods to use.	Make even better use of tenant data and feedback to understand who we are hearing from—and who we're not
	Refresh Get Involved Group (GIG) data, review membership and relaunch.	
	Review participation data quarterly	
	Implement a publicity and recruitment drive (2026–2030)	
Digital & Flexible Involvement Options	Investigate making use of new digital feedback tools (web, SMS, social, My Access Portal to encourage participation	Make involvement easy, flexible and inclusive
	Consider webinars on risk/assurance	
	Share consumer standards in accessible formats (incl. webinars)	
Governance Transparency	Create online accessible Board decision updates	Strengthening and modernising our scrutiny and assurance model
	Consider amending Board report templates to include customer voice	
Consultation Practice Improvement	Create an awareness raising model for campaigns before major consultations	Embed lived experience and tenant insight in decision making
	Drop ins, staff led events, and online Q&As	Embed lived experience and tenant insight in decision making

	Consult tenants on best ways to be involved in governance and scrutiny	Creating a tenant involvement culture where every tenant can shape the services they receive
Community, Engagement & Co Creation	Develop nine high rise Resident Engagement Strategies	Creating a tenant involvement culture where every tenant can shape the services they receive
	Embed casework learning into strategy reviews	Make even better use of tenant data and feedback to understand who we are hearing from—and who we're not
	Review effectiveness of training for tenants	Creating a tenant involvement culture where every tenant can shape the services they receive
	Support pathway cohorts to develop Board member mindset	
	Share more community stories	

Measuring Our Success

We will continue to work with engagement leaders Tpas and seek accreditation to their high standards.

- ❖ Increase the number of tenants taking part in any activity;
- ❖ Increase involvement from under-represented voices;
- ❖ Number of “You Said, We Did” updates published and viewed;
- ❖ Percentage of involvement activities with follow up actions completed and communicated back;
- ❖ Tenant satisfaction with being listened to;
- ❖ Increase the number of tenants involved on TSP, OVF and GIG.

Monitoring Progress

We will monitor progress through the One Voice Forum, with regular reports to the Board and Customer and Performance Committee that focus not only on the actions we have taken, but—crucially—the outcomes they have delivered for tenants.

