



Kingston Housing Resident Engagement Strategy

2025-2029



THE ROYAL BOROUGH OF
KINGSTON
UPON THAMES

Contents

Foreword	3
Councillor Emily Davey	3
Introduction	4
What do we mean by Housing Resident Engagement?	5
Commitments for the next 4 years	6
Legislation and Regulation	7
Building on the Foundation	8
Key Achievements, 2022-2024	10
Step One: Enhancing our Resident Data	11
Step Two: Promote Opportunities to Residents	12
Step Three: Develop New Opportunities	12
Step Four: Accountability and Transparency	13
Monitoring Progress	14
Inclusive engagement	15

Foreword



Councillor Emily Davey

Getting involved can be anything from making suggestions to your caretaker or housing officer, becoming a Block or Estate Champion, or sitting on one of the housing resident groups, including the scrutiny panel.

I would like to say thank you to everyone who has given up their time to tell us what matters to you as a tenant and leaseholder, from attending resident housing groups to completing surveys and responding to consultations.

Your experiences and insights help us understand what is important to you and where we can do better. That is why we are committed to continuing to listen and act on what you tell us.

We are determined to ensure that the 'tenant voice' is embedded across our landlord service, that we can be held to account on our housing performance and that we will keep our residents informed on what matters to them.

This strategy sets out our priorities to delivering resident engagement and will offer you a range of ways to have your say on how services are delivered and influence how they can be improved.

We also want to ensure your voice is heard more clearly throughout our housing services and be transparent about how we are performing.

To help achieve this, we need to understand what you think about where you live and hear your ideas for the future of your home and estate. This is why this Housing Landlord Resident Engagement Strategy is about putting you at the centre of the service and extending the existing opportunities to influence what happens and when.

This strategy will evolve over time as we listen to feedback and identify emerging opportunities for residents to influence and shape our housing service. It will be brought to life by a framework of engagement that we will continue to develop in partnership with our residents.

Introduction



The Council Plan, “Fairer, Safer, Greener, Together” sets out the council’s commitment to support people to build the communities that are right for them and ensure they have a voice in place shaping and decision making. This strategy builds on this commitment, and those made in the Inclusive Kingston Strategy, to strive to be truly inclusive in how we engage with our residents.

Kingston Council’s Housing Landlord Resident Engagement Strategy (2025-2029) sets out our vision for expanding resident participation in the development of our housing services.

This strategy strengthens our commitment to transparency and accountability. By empowering residents to evaluate our performance we provide meaningful opportunities for them to make their voice count and influence service improvements.

During the development of the strategy residents told us the following:

More listening to residents’ needs and service requirements especially when things are not going well.

Awareness raising, information sharing, advocacy and involvement are important throughout.

There needs to be more incentive to join, stemming from feeling valued and seeing change.

Ensure access to all age groups- keep in mind IT challenged or illiterate residents.

Getting involved, making a difference, feeling valued.

Give residents training opportunities throughout.

Keep it simple.

What do we mean by Housing Resident Engagement?

Housing resident engagement is about how the Housing Service interacts and engages with residents. Resident engagement is important in understanding how services are being delivered, gaining a resident point of view and ensuring that feedback is able to influence the Housing Service.

Housing Resident Engagement is:



Any interaction or feedback with the service that informs on the landlord's performance.

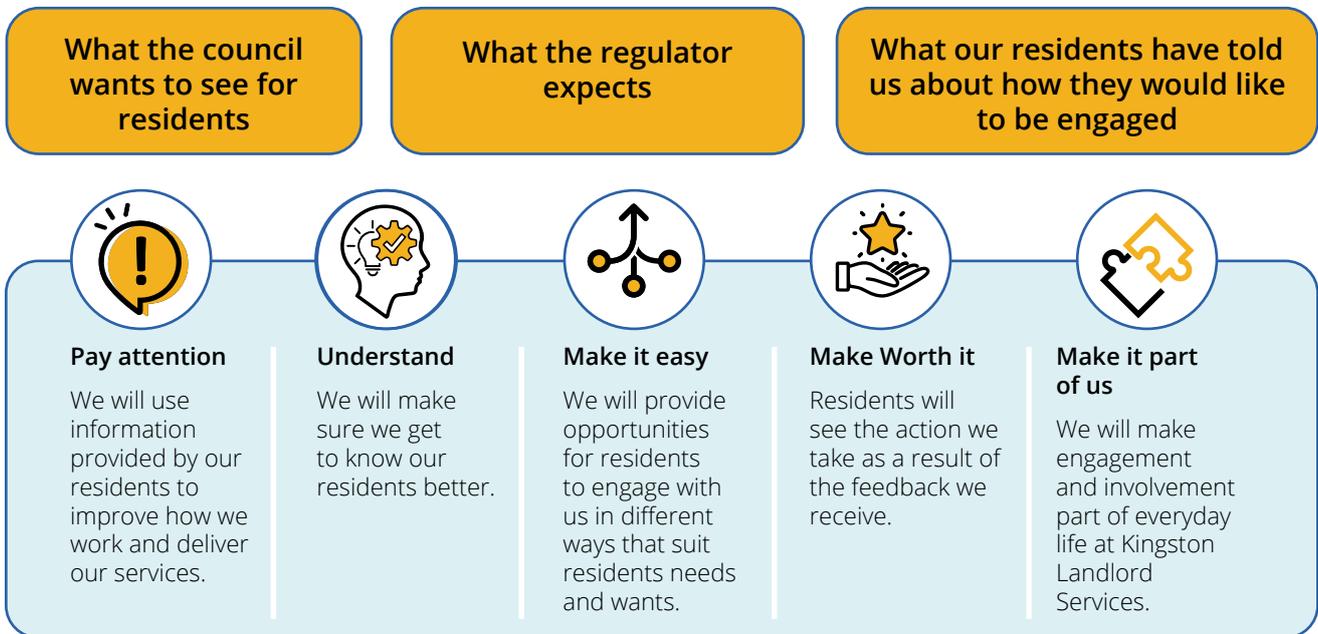
Providing opportunities for resident voices to be heard.

Supporting residents to hold their landlord to account, influence decision making and improve services.



Commitments for the next 4 years

As a landlord, the Council has a responsibility to provide meaningful opportunities for engagement. This is outlined in the national and local context of the housing service becoming a Regulated activity.



 **Pay attention**
Engagement shouldn't only happen when we run a survey or hold a focus group. We want to make sure that we use all the information residents provide us any time they contact us or access our services. This means we will listen to everyone and not only those who actively share their views.

 **Make it worth it**
There's nothing worse than being asked for your views and then ignored. If residents tell us something, we promise to listen and act where we can. If we can't do what they are asking, we'll explain why. We will also look at ways we can encourage and reward those who get involved with us.

 **Understand**
How can we deliver great homes and excellent services if we don't know what residents need and want from us? That means we need to get to know our residents more and really understand what is important to them. It also means looking closely at the information they provide, and not just hearing what we want to hear.

 **Make it part of us**
Engagement shouldn't only be ad-hoc. It should be engrained throughout the council. We will make sure engagement and involvement is regular, reliable and written into the very structure of Housing in Kingston.

 **Make it easy**
Engagement should be open and accessible to all those living in a council home. That means providing a range of opportunities and ways of collating residents' views. It may mean tailoring how we do certain things to the ways we know work for different people.

What you can expect from us
A code of conduct that sets out how all staff and contractors treat customers with respect. Taking into account that we are different people with a wide range of personal and communication needs.

Legislation and Regulation

The Housing Act 1985 (Section 105) requires local housing authority landlords to consult with tenants about housing management decisions that affect them. Recent sector developments, particularly following the Grenfell Tower disaster, have intensified the focus on resident voice and engagement. This commitment is shaped by:

The Charter for Social Housing Residents (2020)

Among its seven core principles, the Charter emphasises that residents should:

- Have their voice heard by their landlord
- Know how their landlord is performing
- Be treated with respect
- Have complaints actioned promptly and fairly.

Regulatory Standards for Landlords: Consumer Standards (2024)

The Regulatory Standards are set by the Regulator of Social Housing (using powers under the Housing and Regeneration Act 2008).

The core elements of the updated consumer standards (April, 2024) include:

- **The Safety and Quality Standard:** Requires landlords to provide safe and

good quality homes and landlord services to tenants.

- **The Transparency, Influence and Accountability Standard:** Requires landlords to be open with tenants and treat them with fairness and respect so that tenants can access services, raise complaints, when necessary, influence decision making and hold their landlord to account.
- **The Neighbourhood and Community Standard:** Requires landlords to engage with other relevant parties so that tenants can live in safe and well maintained neighbourhoods and feel safe in their homes.
- **The Tenancy Standard:** Sets requirements for the fair allocation and letting of homes and for how those tenancies are managed and ended by landlords.

Tenant Satisfaction Measures

We work with a company called Acuity who randomly selects a 10% sample of our residents on a quarterly basis to participate in this survey. We ask a series of standard questions. The feedback from tenants is used to calculate our annual Tenant Satisfaction Measures (which are designed to monitor our performance) introduced by the Regulator of Social Housing.

We also have other transactional survey data we use to influence changes to the services we deliver from other surveys we do for repairs, victims of ASB, Domestic Abuse and hate crime as well as lettings.

In relation to resident and community engagement, measures include:

- **TP06:** Satisfaction that the landlord listens to tenant views and acts upon them.
- **TP07:** Satisfaction that the landlord keeps tenants informed about things that matter to them.

- **TP11:** Satisfaction that the landlord makes a positive contribution to neighbourhoods.

Our latest TSM report for Q2 2024/25 results:

- **TP06:** 53%
- **TP07:** 73%
- **TP11:** 67%

Complaints

We don't like when things go wrong and people are forced to make a complaint. However, s into resident experiences. We follow a two stage complaint process that aims to resolve issues and improve our overall service in the process. Work has already started to improve current and future performance relating to complaints and this will be monitored through the recent Self Assessment carried out on our compliance against the regulatory requirements.

From 2025-2029, we will expand opportunities for residents to influence housing services decisions, ensuring we meet both our regulatory requirements and our commitment to resident-focused service delivery.

Building on the Foundation

In 2022 the Housing Team proposed a number of ways to ensure that tenants and residents have a range of opportunities to participate

Kingston Council's Community Engagement Framework aligns with the Housing Landlord Resident Engagement Strategy which ensures:

- Communities are at the heart of everything we do.
- Understanding the thoughts, feelings and experience of communities helps to shape the services we provide or offer.
- By engaging regularly, our communities can be given a voice at the earliest opportunity.
- By being bold and asking the difficult questions we will get to really understand our communities.
- It is important to ensure we speak and listen to a wide and diverse range of people including underrepresented communities.
- People within our communities won't always agree with each other about an idea, but a first step is to understand and to be transparent about our decision making.
- We won't always be able to do what communities would like, so it's important that we are accountable for what is done.

This framework sets out our commitment to continue to 'hardwire' effective engagement into decision-making so it is integral to how we work and make decisions in order to achieve better outcomes for Kingston's residents.

Our Corporate priorities to drive improvement are:



Widening our reach



Strengthening our evaluation and feedback



More inclusive engagement

Housing or landlord related engagement and scrutiny has taken place within this wider cooperative approach often on a case-by-case basis with an emphasis on 'engaging, listening and acting'. We did this by;

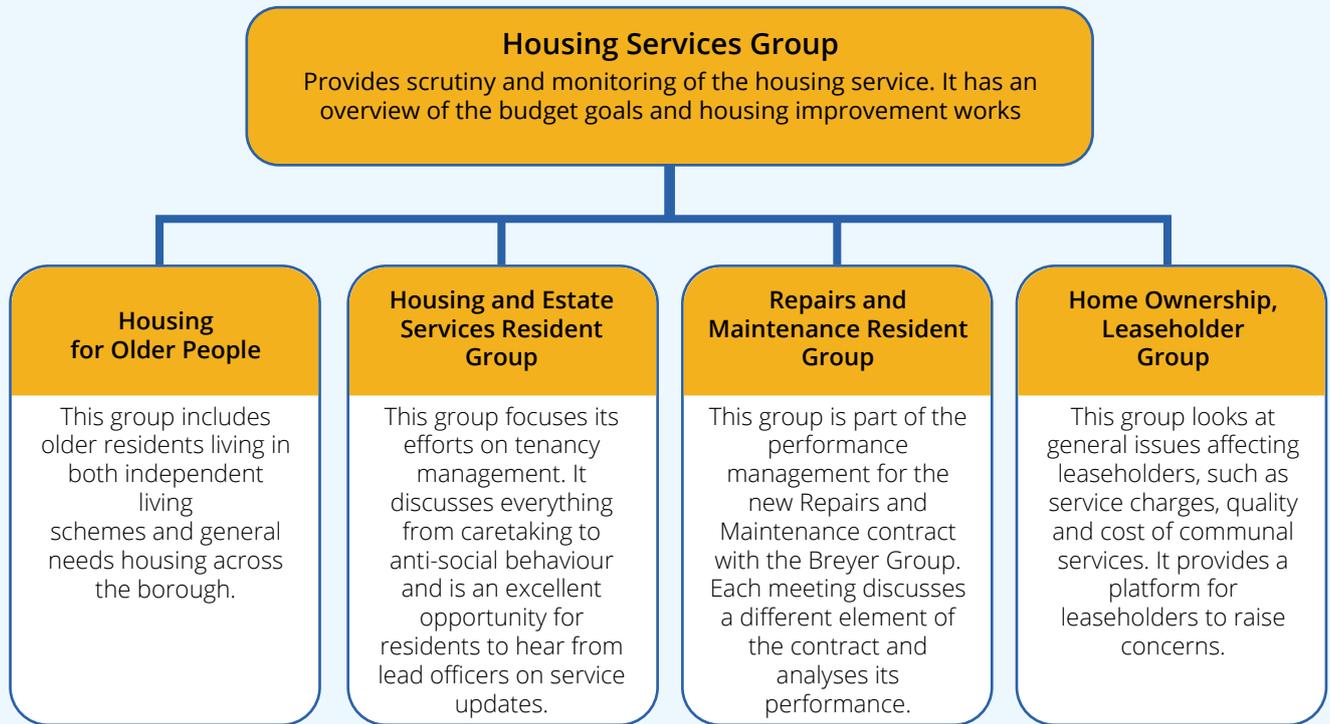
- Traditional face to face engagement.
- Consultations within wards.
- Attending events to engage with Kingston residents and find out what is important to them.
- Providing an online engagement platform.

The resident engagement in housing aims to give all our residents every opportunity possible to get involved and influence decisions affecting their homes and areas they live in. It is widely considered that participation

of residents can be successful in improving housing services and bringing communities together. However, we aim to not only support the more traditional methods but to also compliment these by introducing new ways for residents to get involved, based on what our residents have told us.

We have many different ways to get involved, with differing levels of involvement and commitment needed, in the hope that it will be easier for more residents to take part.

By increasing the numbers involved we hope to get a broader and more representative set of views in the decision-making processes. We therefore offer both formal and informal routes such as through our different Resident Housing Groups and Scrutiny.



Kingston Residents' Independent Scrutiny Panel (KRiSP)

One of our key engagement groups residents can get involved in includes Scrutiny. Our resident scrutiny provides a way for tenants to have a say in how their homes are managed and services are delivered. It can involve a small group of tenants and leaseholders working together to:

- Identify issues that affect tenants through our KPI's and Tenant Satisfaction Measures
- Make recommendations for improvements
- Monitor the progress of agreed action plans
- Encourage other tenants to get involved

Informal Engagement Strategies

Housing Officer Drop-ins: Weekly events across the borough to allow residents to consult with their housing officer.

Estate Walkabouts: We have now adopted Photobook for the residents of our 10 largest housing estates. The app allows residents to record observations. All walkabouts are now published on the RBK website with locations and timings.

Housing Matters Newsletter: The quarterly update on home and neighbourhood services. Get the latest on housing policies, community safety, and local improvements directly from our officers. Learn what's happening in your area and how services are being delivered. Residents are welcome to suggest topics and submit articles.

Online Surveys: These opportunities to voice opinions can be found at Kingston: Let's Talk: kingstonletstalk.co.uk



Key Achievements, 2022-2024

What We Said We Would Do	What We Achieved
Offer diverse engagement opportunities to suit different lifestyles.	There is now a menu of engagement opportunities available on our website. These include resident groups, online meetings & surveys and estate walkabouts.
Improving our online tools to make involvement and feedback simpler.	We have routinely refreshed our website to keep information on engagement, housing officers and our performance up to date. We have a clear and simple online complaints form to allow residents to raise concerns and share compliments.
Ensuring our activities and feedback are representative of our communities.	Alongside our formal residents groups, we have developed routine housing drop ins across the borough in the last twelve months. Access to a housing officer for support and information is now easier for residents.
Involving tenants in selecting new contractors for housing services.	Our Resident Repair Group was involved in the re-procurement of our repairs contract. A selection of its members now attend the monthly resident repairs group with our asset management team and the contractor to monitor performance.
Publish an annual report to housing residents about the performance of the service.	For the last two years we have successfully published our annual report for residents to view.
Improving and increasing our communication with housing customers.	Housing Matters Newsletter delivered bi-monthly to residents via text and email. We held our first 'Meet the Contractor' housing event for residents to meet the companies that deliver essential maintenance services across the borough. This is now an annual housing event for all our tenants.
Supporting KRISP (residents scrutiny panel) service inspections, getting more tenants involved in scrutiny and encouraging membership of this group.	KRISP completed the Grounds Maintenance Review on the delivery and services provided by our grounds maintenance contractor. Recommendations have started to be implemented with more to happen over the next 12 months.
Recruit a subject matter expert specifically for housing resident engagement.	The Engagement Officer was appointed in 2023.

As a council, we have incorporated the voice of the resident and their feedback in developing this strategy. Our Housing Landlord Resident Engagement Strategy is underpinned by four central pillars:

			
<p>Data</p> <p>Kingston Council aims to improve the data it has on residents to inform its service delivery.</p>	<p>Promotion</p> <p>Kingston Council aims to further highlight the engagement opportunities already available to residents to involve a more diverse cohort of residents in our work.</p>	<p>Expansion</p> <p>Kingston Council aims to expand the number of engagement opportunities available to residents to improve engagement with the Housing service.</p>	<p>Delivery</p> <p>Kingston Council aims to openly share how its housing services are performing, ensuring accountability and giving residents the facts they need to help shape better services.</p>

Step One: Enhancing our Resident Data

Data on our residents must act as the foundation for an effective engagement strategy.

In 2025, Kingston Council will launch a new housing management system (NEC) which will enable residents to share more accurate personal data. Accurate data will allow the Council to support our residents with the right support and services they need, for example if a repair needs to be sooner due to a change in circumstances and needs.

Action	Achieve By
Publicise and promote ways in which residents can use the new IT system.	July 2026
Focus on our most vulnerable residents to ensure we are capturing their needs.	September 2026
Use the data to shape services based on the needs of residents.	Ongoing for the duration of the strategy

Step Two: Promote Opportunities to Residents

One of our leading priorities is to highlight existing opportunities to our residents to improve engagement levels in existing platforms.

Action	Achieved By
Publicise and promote the revised engagement opportunities for all tenants and leaseholders. In person, online, hybrid, flexible and remote methods of engagement.	September 2025 onwards
Review website content and ensure key services are easily accessible. Increase numbers signed up for digital communications / e-newsletter.	September 2025 onwards
Expand resident engagement by establishing an active social media presence. Ensure the housing service is sharing key updates, community events and success stories to inform residents of our work.	2026 - 2027
Equip housing officers with 'a call to action' card listing resident engagement channels to promote during visits. Include engagement opportunities in tenancy starter-packs.	September 2025 onwards
Find and engage underrepresented tenant groups in Kingston Council's housing services to ensure feedback represents our full resident population. This will be achieved through targeted outreach strategies, workshops and focus groups.	September 2025 onwards
Actively engage with complainants on theme based issues to listen and act on this feedback.	December 2026 onwards

Step Three: Develop New Opportunities

In tandem with expanding awareness of engagement opportunities, we also want to develop new avenues for engagement that will encourage more residents to share their experiences. Engagement should be open and accessible to all those living in a Kingston Housing home. That means providing a range of opportunities and ways of collating residents' views.

Action	Achieve By
Develop and design youth opportunities for engagement within the housing services.	2026 onwards
Develop and design a mystery shopping system. Residents will carry out a series of pre-agreed tasks such as telephone calls or visits to an office and report on the customer experience.	2027 onwards

Action	Achieve By
Develop a resident group that reviews our performance against the Housing Ombudsman Complaint Handling Code.	2026 onwards
Spearhead the development of grassroots organisations such as resident associations and encourage enthusiastic residents to become block or estate champions.	2025 onwards
Offer support and training to those who want to engage through TPAS (tenant engagement experts).	2025 onwards
Community events led by residents to increase cohesion and a sense of belonging to their estates - e.g. Kingston in Bloom.	2026 - 2029

Step Four: Accountability and Transparency

Through all of this, Kingston Council needs to continue to be transparent in both its success and failures. It needs to be honest with residents and instill in its staff the importance of resident engagement and customer satisfaction.

Action	Achieve By
Publish routine "You said, we did" features that demonstrate the difference made by resident engagement.	September 2025 onwards
Deliver the Annual Housing event each year so that residents are able to meet contractors and officers in one space, hear about performance and ask questions on service delivery.	2025 -2029
Prepare the Annual Report in line with the new regulatory Tenant Satisfaction Measures to make performance visible and accessible to residents	2025 -2029
Publicise quarterly performance data on the housing pages of the website.	2025 -2029
Make residents aware of our complaints process and timescales for response. and encourage them to report service failures. Complete quarterly analysis of complaints to analyse trends and mitigate against future dissatisfaction.	2025 -2029
Incorporate resident engagement into the induction and service-specific training program for new housing staff.	2025 - 2029

Monitoring Progress

How will we know we have been successful?

How far we meet the expectations of the regulatory requirements and deliver this strategy effectively will partly be measured through the new suite of Tenant Satisfaction Measures (TSMs). Three of the twelve satisfaction measures relate specifically to resident engagement. This includes perception on whether we are listening and acting on our tenants' views, keeping tenants informed and treating tenants fairly and with respect.

These measures will be included within our enhanced set of housing Key Performance Indicators (KPIs) and additional insight will be overlaid to give deeper understanding on how we can improve.

We will also measure success by tracking progress on the delivery of the specific commitments within this strategy.

This will be done by tracking the experience and outcomes of those involved in both formal and informal engagement mechanisms. An annual summary will be produced within our annual report.

Our progress will also be monitored through the following:

- Delivery against Housing Landlord Resident Engagement Strategy reported annually to the Housing Services Group.
- Executive Housing Services Group on a yearly basis.
- Resident engagement, Tenant Satisfaction Measures (TSMs) and customer voice performance included in annual report to residents.
- Scrutiny TSMs reviews.
- Compliance with Regulatory Standards.
- Feedback from other surveys including repairs and anti-social behaviour.

Below is an indicative set of key performance measures that we will implement and track through the TSMs.

Number of residents engaged in involvement activity	% satisfaction that the landlord listens to tenant views and acts upon them
Number of service reviews completed by the Resident Scrutiny Panel	% satisfaction that the landlord keeps tenants informed about things that matter to them
Resident scrutiny of services, reviews completed	% agreement that the landlord treats tenants with fairness and respect
Involved residents are representative of our resident profile	% of residents satisfied with involvement opportunities and support
Number of residents providing feedback on complaints	% of tenants were satisfied with how their complaint was handled at stage one and at stage two

Inclusive engagement

As the borough's primary social housing provider, we must ensure our engagement strategies capture all voices within our community. Through targeted outreach and inclusive engagement methods, we will work to ensure that the residents who shape our services reflect Kingston's changing demographics. This approach will strengthen our ability to deliver housing services that work for everyone in our community.



Customer service, self assessment

Kingston Council provides choices, information and communication appropriate to the diverse needs of residents about our housing services.

During 2024, we completed a self assessment against the Housing Regulator standards to ensure we are meeting the required standards. The self-assessment has an action plan which makes reference to activities, initiatives, reviewing and updating policies and strategies to show compliance with the standard.

We will demonstrate outcomes from the activities and policies that are being delivered that make a difference to services and tenants.

Right to Manage

We actively encourage tenant involvement. The government website provides guidance to tenants on their Right to Manage and Right to Transfer.

Local authority tenants have had a statutory Right to Manage since 1994. By forming a Tenant Management Organisation, and following Right to Manage Regulations, such tenants can take over responsibility for managing housing services, such as repairs, caretaking, and rent collection from their landlord. Please follow the link to find out more.

[Right to Manage statutory guidance: part 1 - GOV.UK \(www.gov.uk\)](https://www.gov.uk)

Strategic review

The strategic review of this publication will take place at the end of the strategy (unless there is a change in legislation/regulation or new requirements).

Accessibility

If you have any questions or need this document in large, paper copies or in another language please contact us on our helpline 0208 8547 5000 or contact your Housing Officer for more information.

GET INVOLVED IN YOUR HOUSING

Are you a council tenant? Have your say over how your housing services are delivered!

If you would like to get involved and work together with the council to continue improving the housing service, we want to hear from you.

Get in touch and have your say - you too can make a difference!

e. involvedinhousing@kingston.gov.uk
t. 07754053638

