



Resident Engagement Strategy

2025 - 2028



Welcome to our updated Resident Engagement Strategy

“Over the last few years, we have seen real changes in how South Lakes Housing engages with residents to improve services. We have been involved in the production of this refreshed strategy, and we hope it will encourage more residents to become involved and shape the services we receive.

As residents, our experience of raising issues has not always been positive. There have been times when we have been unhappy with how queries have been dealt with.

By getting involved we have seen the commitment South Lakes Housing has to listening, learning and improving. There has been a real change in culture over recent years and a focus on delivering for residents. We see the impact of engaging and trust that our voice is truly heard and our experiences are changing services.

Now is a great time to get involved and help to shape the future of South Lakes Housing. We believe the best outcomes for residents are achieved by working together. We would encourage everyone to get in touch and find out more.”

Karl Tchumak & Pauline Vaughan

Residents and Resident Forum Members



“In refreshing our Resident Engagement Strategy we started with our residents, really listening to what it was that you want. I hope that you can see how your voice has made a difference and will continue to be at the heart of what we do.

We know we do not always get everything right and we are committed to learning and improving with your insight and feedback. Our ambition is to continuously improve our services for you.

We have a variety of options to suit everyone. If you would like to get involved, please get in touch.’

Niki Stockton

Director of Customer Experience

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Introduction

We aim to deliver services that meet the needs and fit the lives of the people who live in the houses we manage. To do this we need to hear the voices of our customers and residents, using the feedback to improve.

Our new Business Strategy will launch in 2026 with a clear commitment to co-production and delivering services that are right for residents. We want to provide meaningful and accessible opportunities for all residents and customers to talk to us about their experiences.

This strategy has been developed alongside residents – our consultation saw residents from approx. 15% of homes respond from across our geographical footprint, and those views have shaped this ambitious plan.

Our refreshed emerging values.

As we develop our new Business Strategy, we are ensuring our values reflect how we work and engage. This strategy is based on our emerging values and reflects our ambition to them in everything we do. The values are:

- **Doing the right thing** - For residents, communities and each other. We will stop to consider what is the right thing to do.
- **Showing respect and kindness, always** - No matter what the situation or conversation, we always show respect and kindness.
- **We are honest and fair** - Honesty and fairness underpin what we do, we love transparency and welcome discussion and debate. We are always open to change if it's the right thing to do.
- **We all belong at South Lakes Housing.**

This sets out how we will engage, the full range of opportunities, our commitments as chosen by residents and how we will give assurance on the level of involvement residents have had in holding us to account, shaping services and informing decision making.

It is a living document which we will actively update to ensure it aligns with the new Business Strategy and remains relevant as things change and evolve. Our aim is that residents will always have meaningful ways to engage and shape our work.

It is a great time to get involved and we can't wait to work together to ensure we're delivering the services you need and in the way you need them.

- **We make it happen** - We take personal responsibility when we do something and take pride in always doing our best. We are curious and love to share knowledge and learn new things, embracing innovation.

How we refer to you

Language is important, and we recognise the impact this can have. In developing this strategy, we wanted to ensure we refer to you in the way you choose. Following this we will use the term 'resident' to refer to anyone who lives in a home where South Lakes Housing has a landlord responsibility.

For people who may receive another service from us we will use the term 'customer', recognising the choice they may have.

As policies are updated, we will be clear who the policy covers.

Everyone is welcome at South Lakes Housing

Our responsibilities

We are aware of our responsibilities under the Equality Act 2010 and are committed to equity, diversity and inclusion. We will work hard to provide a service that seeks to meet the needs of a particular individual and ensure no one is disadvantaged in accessing our services.

We recognise that some of our residents may have permanent or transitory vulnerabilities and where residents require additional support, in accordance with our Supporting Customers Policy, we will endeavour to make reasonable adjustments to ensure they can take part in our engagement offer.

The Regulator of Social Housing

Spotlight on housing providers

There has been an increased spotlight on housing providers across the country to strengthen the voice of residents and be accountable for the services they run.

The Social Housing (Regulation) Act 2023 puts residents at the heart of social housing and helps the Regulator of Social Housing (the Regulator) to carry out proactive consumer regulation and set powers around this. In 2024, the Regulator introduced a revised set of Consumer Standards that South Lakes Housing and all other social housing landlords must meet.

These set out clear standards to assess how well landlords are doing at providing good quality homes and services. The standards include specific ways in which we will work. One of the Consumer Standards is the Transparency, Influence and Accountability Standard.

The outcome we must achieve to meet the new Standard relating to customer involvement is:

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

Our engagement commitments

Feedback and engagement

We want all feedback and engagement to help shape services, so they improve along with your satisfaction. To do this it's important that residents can get involved. These are our commitments to you to make it as easy and comfortable as possible to get involved.

Our commitment	How we will do it
Honest, Accountable & Transparent	We will always be honest, and when something can't be done based on your feedback we will explain why.
Respectful	We will value your time and support to improve services and ensure your voice is heard.
Jargon free	We will use clear language to make it accessible whenever we are engaging.
Use every communication	We recognise that we send lots of information through quick surveys, community action and more. We will use these to help us hear what needs improving and reduce the demand on your time.
Learn from everything	There are lots of ways we hear from residents, whether it's through complaints, compliments or other ways. We will collect these together to help us learn.
Consistency	We will ensure that all areas of South Lakes Housing provide opportunities in the same way to shape service design.
Reporting back	Whenever you have been involved in engagement work, we will provide you an update on what we have done within 4 weeks.
Flexibility	Recognising that people have busy lives we will ensure our approach allows engagement at different times and in different ways e.g. online as well as in person, in our offices and in the community.

Our engagement cycle

We see engagement as a loop supporting our journey of continuous improvement and recognising that over time what residents need and expect will change.

Our objective: We want residents to have a variety of opportunities to shape what we do in ways that fit their lives. We will use every interaction to gain insight, ensuring our services help make our house their home.

Making it happen

Insight: We will use every interaction to gain insight, ensuring our services help make our house their home. Using all touch points for engagement to capture the voice of the resident, combined with existing data from transactional surveys and other feedback will help determine where opportunities are to improve and allow SLH to understand how residents can influence this. We will:

- Use the insight from every engagement touchpoint to shape our services.
- Work to unlock sentiment analysis from our engagement, providing richer insight from every interaction.
- Ensure insight is the driver to identify services which need improvements.
- Improve our equality and diversity information and use this to ensure all voices are represented and included in shaping services.



Influence: A refreshed and flexible approach to how residents can directly influence decision making and services, creating a richer voice in policy design which reflects the diversity and experience of the communities we serve. We will:

- Launch our refreshed engagement opportunities.
- Ensure all residents are aware of the ways they can be involved and capture their choices from our Menu of Engagement.
- Strengthen the links of our key resident groups within our governance structure.
- Establish opportunities to be part of scrutiny on topics which matter to residents.

Information: Keeping residents informed on the things that matter to them and how influence is developing to impact. We will ensure our communication is jargon free, timely and accessible. We will:

- Keep our information up to date with the Resident Census and ask you how you would like to receive information.
- Develop a newsletter to keep residents informed about what is happening at South Lakes Housing and in their community.
- Review our resident facing communication and ensure it is resident approved to be simple, clear, and jargon free.

Impact: We will show the direct impact residents have had. There will be improvements in satisfaction and residents will be able to see how their experience is shaping the changes made. Feedback will inform new insight. We will:

- Introduce 'Created with Residents' and 'Resident approved' seals for Policies and Strategies.
- Use our Customer Experience Dashboard to track changes in resident focussed areas, and with regular You Ask, We Do feedback.
- Be clear in each policy and strategy how residents have impacted the final document.
- Ensure all residents who support the shaping of a policy or service receive detailed and direct feedback on their input.
- Evidence fair and equitable outcomes.

Your menu of opportunity

There are many ways you can be involved. We have listed them below with detail about what is involved.

Option	Time commitment	What's involved
South Lakes Housing Board	4-8 hours per month	Our Board set the strategy and direction, monitor our performance and decide on new homes and improvements. This is a skills-based role, and we welcome applications from residents who may have the skills we need.
Housing & Communities Committee	4-8 hours per month	The Housing & Communities Committee has delegated responsibility from the Board for things like the monitoring of how we are achieving the consumer standards, the delivery of major repairs and tracking complaints performance. There are five places for Residents on the committee which meets quarterly.
Scrutiny Panel	2-4 hours per month	<p>Residents undertake Scrutiny work into our activities, with the aim of ensuring that it is delivering the best possible service. Anyone can join the panel and when we begin a new topic we will invite anyone on the panel or with a strong interest/ recent lived experience to join – recognising the diverse talents and interests of residents and understanding not all topics are relevant for some people.</p> <p>Activity may take place in a variety of ways – it may be a few hours if looking at how we develop something new or run over a few sessions for a couple of months if looking at how a service is working. This may also include Mystery Shopping and visits to key locations.</p> <p>Recommendations will be made at the end of the work which are agreed by the Panel and reported to the Housing & Communities committee who then monitor the implementation.</p>
Procurement Panel	2-4 hours per month (ad-hoc)	When we are procuring services which directly impact residents and communities e.g. grounds maintenance, we invite residents to take part in the procurement process. This includes setting the terms of the tender and support in scoring tenders received.

Option	Time commitment	What's involved
Repairs Group	2-4 hours per month	We recognise that one of the biggest areas of our operation for residents is how we deliver our repairs service. This group meets to support the wider transformation project we have. They help us understand what works, what doesn't work and to monitor the improvements we are making, using their lived experience of the service to identify changes.
Neighbourhood Walkabout	0-2 hours per month	You can join your local Neighbourhood Partner and other residents in your area on one of our regular Neighbourhood Walkabouts. You can share key issues of concern and highlight improvements you'd like to see where you live.
Resident Conversation Panel	0-2 hours per month	As part of our Resident Conversation Panel, you will be invited to read through changes to our policies and strategies from the comfort of your home. There will be a short survey afterwards where you can share your thoughts and decide if we should approve the policy.
Rainbow Roofs	0-2 hours per month	This forum covers multiple landlords from across the North West and focuses on supporting and improving the lived experience of LGBTQ+ residents. Meetings are held online and in person and we will support anyone who chooses to be involved.
Community Champions	0-2 hours per month	Community Champions are active in their area and will have a direct link to key officers to help us know if services are meeting the expected standard.
Community Improvement Fund	0-2 hours per month	If you have an idea to improve your local area you can work with other residents to apply for funding for improvements like new benches, planters or more for your community.
Feedback Surveys	0-2 hours per month	Whenever we have delivered a key service like a repair, we send a short survey to ask for your feedback. This information lets us know how we're doing and identifies opportunities to improve.
Tenant Satisfaction Measures (TSMs)	0-2 hours per month	Across the year our key partners may contact you to carry out the Tenant Satisfaction Measures survey. This is a more detailed perception survey which helps us see how we're performing over time. We publish the results every year and can be compared to other Social Landlords. This is a key requirement of the Regulator.

Option	Time commitment	What's involved
Community Events	0-2 hours per month	We hold community events like 'Par-tea's' and Community Clean Up's which are open to everyone. You can join the event and talk to us about what's important in your area.
Compliments	0-2 hours per month	You can share things that go well by making compliments. We pass them to the right teams and individuals so we can share when things have gone well.
Complaints	0-2 hours per month	We know sometimes things don't go to plan. We welcome complaints as an opportunity for us to put things right and learn from what went wrong.
Website & Social Media	0-2 hours per month	We share lots of information on our website and social media, such as events, advice and support available and other changes. You can then choose to contact us and get involved when you see something of interest.

Measures of success

Over the three years of the strategy, we aim to achieve continued improvements and will publish updates quarterly and annually via our website, social media and newsletter.

By 2028:

At least 90% of residents will say we treat them fairly and with respect.

At least 85% of residents will say we keep them informed about the things that matter.

At least 75% of residents will be satisfied that we listen to their views and act on them.

More than 100 residents will directly influence service and policy design annually.

At least 55% of residents will be satisfied with our approach to handling complaints.

Some of these outcomes will be measured independently through the Tenant Satisfaction Measures. These measures and progress against the action plan will be monitored annually by the Housing & Communities Committee. We will also report on engagement activity carried out to demonstrate that it is live in all departments across South Lakes Housing.

Strategy action plan

	What?	By When?
Insight	Continue to evolve new report which combines touchpoints with residents to provide clear insight.	April 2026
	Build on the inclusion of sentiment analysis from transactional surveys within the report.	September 2026
	Present the report quarterly to the Housing & Communities Committee to enable oversight of feedback and determine scrutiny activity.	September 2026
	Add EDI information to this report to demonstrate the breadth of insight across the resident base and ensure we are delivering fair and equitable outcomes.	September 2026
Influence	Provide all residents the refreshed menu of opportunities to allow residents to select the option that's right for them.	March 2026
	Launch the new Resident Conversation groups	April 2026
	Recruit, train and support new committee members then launch the new Housing & Communities Committee	January - May 2026
	Establish the flexible scrutiny approach allowing residents to opt in to sessions which are right for them.	June 2026
	Launch the new Community Champions.	October 2026
Information	Plan and launch the next phase of the Resident Census	June 2026
	Collaborate with residents to ensure the South Lakes News and Views newsletter (co-created with residents) remains relevant and informative.	November 2025
	Complete a review of all language in strategies and policies to ensure they are clear, free from jargon and approved by residents.	By September 2028
Impact	Implement the new 'Created with Residents' and 'Resident approved' seals	March 2026
	Refine the Resident Scorecard identifying when changes are made based on resident feedback	June 2026
	Build on the section at the start of resident focused policies to highlight how residents have shaped the policy.	January 2026
	Utilise the new Resident Voice report to show how outcomes are fair and equitable.	April 2026



Resident Engagement Strategy

Person responsible:	Director of Customer Experience
Business Strategy Objective	All – Growing, Greening and Transforming
Financial/ Resources	To be delivered from existing budgets
Customer consultation	Residents’ Forum, Repairs Group, Resident Conversation (May/June 2025)
Key Strategic Risks addressing	2 - Policy environment: regulatory uncertainty and legislative change 8 -Non-compliance with existing and changing laws, funders covenants, regulatory requirements, health & safety requirements 9 - Non-compliance with consumer standards 14 - The desired customer first culture is not visible/consistently demonstrated across the business
EIA required:	Yes
EIA completed (date):	24 th November 2025
Approved by:	Board
Approval date:	4 th December 2025
Links to other key documents:	Business Plan
Review date:	December 2028

Document management		
Version	Date amended	Amendments
1		