

To: Full Council
Date: **26 January 2026**
Report of: Deputy Chief Executive – City and Citizens
Title of Report: Resident Involvement & Engagement Strategy 25 - 28

Summary and recommendations	
Decision being taken:	To recommend to Full Council to approve the new Resident Involvement & Engagement Strategy 25 – 28
Key decision:	Yes
Cabinet Member:	Councillor Linda Smith, Cabinet Member for Housing and Communities
Corporate Priority:	Good, affordable homes
Policy Framework:	Housing, Homelessness and Rough Sleeping Strategy 2023 – 2028

Recommendation(s): That Council resolves to:

1. **Approve** and adopt the Resident Involvement & Engagement Strategy 25 – 28 and action plan attached to the strategy which outlines how the priorities for resident involvement and engagement will be taken forward
2. **Delegate authority** to the Director of Housing, on approval of the strategy, to put in place the necessary governance and monitoring arrangements to oversee the implementation and delivery of the strategy

Appendix No.	Appendix Title	Exempt from Publication
Appendix 1	Resident Involvement & Engagement Strategy	No
Appendix 2	Equality Impact Assessment	No
Appendix 3	Risk Register	No

Introduction and Background

1. Following the Grenfell tragedy, the Social Housing (Regulation) Act 2023 sought to strengthen the voice of tenants by setting out clearer expectations of social landlords. The Regulator of Social Housing's *Transparency, Influence and Accountability Standard* requires social housing landlords to be open with tenants and treat them with fairness and respect so that they can access services, raise concerns, when necessary, influence decision making and hold their landlord to account.
2. This is essentially a call for a change to a two-way conversation between tenant and landlord – where there is a need to give tenants their voice by providing meaningful engagement opportunities to enable them to influence and scrutinise the Council's strategies, policies and services, and where the landlord in turn is able to engage and communicate clearly with tenants.
3. In December 2024, Cabinet considered and approved a proposed change to the resident involvement and engagement approach in principle, subject to consultation with residents. In taking this forward, a series of engagement events were held during the spring and summer of 2025 where residents were consulted on the proposed engagement changes. Overall, the proposed changes were supported by over 400 residents who participated and this in turn has enabled the development of a new Resident Involvement and Engagement Strategy for the next three years.
4. The Resident Involvement and Engagement Strategy 2025-28 and related action plan set out how the Council will improve resident engagement and meet its landlord obligations required by the *Transparency, Influence and Accountability Consumer Standard*. The strategy recognises the changing landscape and need for stepping up efforts to improve resident engagement ensuring that the residents' voice forms part of service delivery and that meaningful engagement platforms and support are in place. The strategy also signals a clear approach and cohesive direction of travel on resetting resident engagement through an improved resident involvement and engagement offer which involves formal and informal engagement structures. It sets out the plans for further pursuing the *knowing our tenants* programme and using this data to increase resident involvement and engagement and deliver better services that better meets the needs of residents.
5. The Regulator of Social Housing (RSH) considers resident engagement a core part of its regulatory requirements under the *Transparency, Influence and Accountability Standard*. It expects social landlords to demonstrate how they are working with residents on issues that matter to them, allowing participation at all levels and stages. It also expects that Landlords should be able to show how they are communicating and working with residents throughout the engagement process. This strategy seeks to support Oxford City Council in meeting those requirements.
6. Officers presented a report to Cabinet on Wednesday 10th December 2025 which requested approval of the new Resident Involvement & Engagement Strategy and alongside the recommendation for the documents to be approved

and adopted at the next full Council meeting. Cabinet approved the report and recommendations and further details including the minutes can be found [here](#).

Strategy Summary

7. The Council is embarking on a transformative journey to reset its relationship with Council tenants, leaseholders and shared owners (residents). This strategy responds to regulatory standards and resident feedback, aiming to embed meaningful engagement, improve service delivery, and foster trust. It is built on four principles: resetting relationships, actively listening, responding to priorities, and embedding engagement across the organisation. The strategy introduces a vision where residents can influence, scrutinise, and shape the services they receive through tailored and inclusive platforms.
8. The strategy acknowledges the challenges in building trust and empowering residents, especially given past concerns about being unheard. Through the “Knowing Our Residents” programme and extensive engagement events, the council has gathered insights into residents’ needs, vulnerabilities, and priorities. These findings have shaped the strategy’s direction, ensuring that involvement is accessible, inclusive, and reflective of the diverse community. The council commits to removing barriers to participation and supporting residents through training, hybrid meetings, and language services.
9. Five strategic priorities guide the strategy:
 - establishing foundations for engagement,
 - enhancing resident knowledge,
 - co-designing inclusive platforms,
 - improving communication
 - delivering high-quality landlord services
10. Each priority is supported by a detailed action plan, outlining specific initiatives such as training for staff and residents, performance frameworks, inclusive engagement platforms, and improved complaint handling. These actions aim to ensure that services are shaped by resident input and that outcomes are transparent and measurable.
11. To monitor success, the council will track participation rates, diversity of engagement, and the impact of resident feedback on service delivery. Achievements will be communicated regularly, with a focus on building trust and demonstrating improvements in satisfaction and service quality. The strategy concludes with a call to residents to actively participate in shaping their communities, supported by resources and opportunities that empower them to make a meaningful difference.

Consultation

12. In early 2025 we embarked on a series of roadshows and engagement events around the city where a deeper conversation with residents emerged, as well as canvassing views online and through Tenants In Touch.

13. Over 400 residents responded and highlighted a series of issues they were encountering within their property, as well as issues within their neighbourhood.
14. At its core, it was acknowledged that these issues were not about any one specific problem but about the relationship between the council as a landlord and residents. Taking this on board, we have also considered our Tenant Satisfaction Survey told which told us that only 64% of tenants feel that the Council listens to their views and acts upon them.
15. The feedback from residents also provided a better understanding of their top ten priorities and their expectations from OCC as a landlord. These are summarised as follows:
 - Building safety
 - Better resident involvement and engagement
 - Better communication
 - Better handling of complaints
 - Better handling of repairs
 - A landlord service offer
 - Visible and accessible services
 - Consistent delivery of services
 - Accessible policies and procedures
 - Training and support

16. Understanding residents' needs and their priorities forms a fundamental part of this strategy and this has also guided the development of the strategic proposals, vision and priorities for residents.

Strategy Review

17. The strategy will be reviewed annually to ensure that it is meeting the needs of the residents.

Financial implications

18. The proposals within this strategy are intended to be cost neutral and can be delivered using existing approved budgets for resident engagement. Any additional financial implications arising from implementation will be maintained within the wider HRA housing service budgets and subject to relevant financial governance processes

Legal issues

19. This strategy will contribute and support the council's requirement to be compliant with the Social Housing (Regulations) Act 2023 and the Regulator for Social Housing's associated Consumer Standards – in particular the Transparency, Influence and Accountability Consumer Standard

20. The Housing Ombudsman's Complaint Handling Code recommends consultation with a relevant resident panel on complaints policies and

procedures and that a relevant resident panel receive reports on feedback, learning, and improvements arising from the complaints process.

Options considered

21. Recommendation – Approve the draft Resident Involvement & Engagement Strategy to ensure the Council is compliant with current legislation and regulations.
22. Do nothing – Under this option, the Council would not approve the draft Resident Involvement & Engagement Strategy. The Council would risk being non-compliant with legislative requirements under key legislation such as the Social Housing Regulations Act and Consumer Standards.

Risk Factors

23. The risks of not meeting The Regulator of Social Housing's requirements include regulatory sanction, such as performance improvement plans or the potential for financial penalties. This can lead to a loss of public trust, damage the council's reputation, and have a negative impact on building good working relations with residents and meeting the strategic vision and action plan.
24. A risk register has been completed and can be found in **Appendix 3**.

Equalities Impact Assessment

25. The EQIA did not give rise to a negative impact of those with protected characteristics and therefore supports the assessment that the impact of the strategy is likely to be positive rather than negative.
26. The EQIA recommended that the Council should:
 - Design a plain English version of the strategy.
 - Design an easy read version of the strategy for residents with intellectual impairments (i.e. those residents with learning disabilities).
 - Offer strategy summaries in key alternative languages.
 - Make available hard copies of the strategy on request.
 - Improve our understanding and knowledge of faiths and religious diversity within our resident group.

27. An Equality Impact Assessment has been completed and can be found in **Appendix 2**.

Carbon and Environmental Considerations

28. The adoption of this strategy may go towards helping reduce carbon emissions by ensuring housing services are available locally. The inclusion of digital engagement channels will also help reduce the carbon footprint.

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Background Papers:

1. Resident Involvement and Engagement Strategy 25 – 28

[Resident Involvement and Engagement Strategy 25 28 Final](#)

2. Housing, Homelessness and Rough Sleeping Strategy 2023 - 2028

[Housing, Homelessness and Rough Sleeping Strategy 2023 to 2028 | Oxford City Council](#)