

Resident Engagement Strategy 2026–2029

1.0 Executive Summary

This strategy sets out how GCHA will strengthen resident engagement over the next three years. It reflects national regulation, sector good practice and GCHA's strategic priorities. It is intended to help make sure residents have a stronger voice, services improve in response to feedback, and the Board receives clear assurance on progress and impact.

We want residents to have a genuine voice in shaping services, standards, and improvements. This supports GCHA's vision of opening doors to safe, secure, and affordable homes by helping to make sure resident experience, trust and service quality remain central to how we work.

This strategy explains the main gaps in our current approach, the core objectives we will focus on and the actions we will take to make engagement more meaningful, more inclusive, and easier to understand. It also shows how resident engagement supports GCHA's wider strategic objectives, which are set out below.

GCHA's strategic objectives:

1. Maintain good quality, safe and affordable homes
2. Provide customer focused services
3. Increase financial resilience and stability
4. Invest in staff training, development, and wellbeing

The strategy is underpinned by GCHA's values of **Accountability**, **Respect**, **Inclusivity**, **Trustworthiness** and **Adaptability**. These values are reflected in everyday contact with residents as well as in formal engagement activity.

2.0 Policy and Regulatory Context

As a small housing association, this strategy has been written in line with national regulation, sector good practice and GCHA's own strategic priorities. Together, these drivers make clear that resident engagement must be meaningful, inclusive, proportionate, evidence based and clearly linked to how services are designed, delivered, and improved.

2.1 Consumer Regulation and Transparency. Since April 2024, the Regulator of Social Housing's Transparency, Influence and Accountability Standard has required landlords to treat residents with fairness and respect, understand diverse needs, provide clear and accessible information, take residents' views into account in decision making, support scrutiny of landlord performance and handle complaints fairly, effectively, and promptly. This places a clear expectation on GCHA not only to provide opportunities for involvement, but to evidence how the resident voice influences services and decisions.

2.2 The Social Housing White Paper and wider reform agenda. The Charter for Social Housing Residents, which built on the Social Housing Green Paper, set out a clear expectation that residents should be safe in their homes, know how their landlord is performing, have complaints dealt with fairly, be treated with respect and have their voices heard. The Social Housing (Regulation) Act 2023 reinforced this by giving greater weight to consumer regulation, transparency, and accountability.

2.3 Complaints and learning culture. The Housing Ombudsman's Complaint Handling Code became statutory in April 2024. The Code reinforces that complaints are a valuable source of insight and should be used to put things right and learn from outcomes. For GCHA, this means resident engagement must include stronger use of complaint themes, complaint outcomes and resident experience to identify service failings, improve communication, and learn from key lessons.

2.4 Tenant Satisfaction Measures. TSMs provide an important source of intelligence about how residents experience services, particularly in relation to overall satisfaction, being listened to, being kept informed, complaints handling, repairs, safety, and neighbourhood management. For GCHA, TSMs are more than a compliance exercise; they are a practical tool for setting priorities and testing whether service improvements are making a difference to residents' overall quality of life and experience of their home.

2.5 Economic pressures and value for money. Social landlords continue to work in a challenging economic environment, with growing pressure from investment in existing homes, repairs, building safety, decency, energy efficiency, contractor costs, and wider inflation. For GCHA, this means we need to make careful decisions about where time, money and effort are spent. Strong resident engagement helps us understand which issues matter most to residents so we can focus resources where they will make the biggest difference to homes, services, and overall experience.

2.6 Access to information and future transparency requirements. The Social Tenant Access to Information Requirements (STAIRs) will place greater emphasis on residents being able to access clear, useful information about their landlord, its services and how decisions are made. From October 2026, landlords will need to publish more key information for residents, and from April 2027 there will be formal requirements for responding to written information requests. For GCHA, this means making sure key information is easy for residents to access, written in a clear and accessible way, and supported by a simple process for handling information requests fairly and on time.

2.7 TPAS good practice expectations. GCHA is a member of TPAS (Tenant Participation Advisory Service) and values the support this brings in helping us strengthen resident engagement and keep our approach in line with recognised good practice. TPAS promotes engagement that is linked to business priorities, supported by good information and designed so residents can influence and help improve services. For GCHA, membership provides access to guidance, learning, training, and sector insight that can help us review our approach and continue making engagement more meaningful, inclusive, and focused on outcomes for residents.

2.8 Together with Tenants. The National Housing Federation's Together with Tenants Charter provides a useful framework for strengthening relationships between housing associations and residents. Its commitments around respect, communication, resident voice, accountability, quality, and accessible routes when things go wrong are closely reflected in this strategy. For GCHA, these principles support our aim to be more than a landlord by putting resident experience, trust, and service quality at the centre of how we work.

2.9 Strategic alignment. Alongside these national drivers, GCHA recognises that effective resident engagement is central to delivering its own strategic priorities. Stronger engagement

supports better service design, stronger trust and transparency, better use of resident insight, and clearer assurance to the Board.

GCHA has made positive progress in resident engagement in recent years, but important gaps remain in representation, influence, and impact. These are explored further in Section 4 and are a key reason for this refreshed strategy.

3.0 Purpose of the Strategy

3.1 This strategy provides a framework to:

- Set out why resident engagement matters to GCHA and residents
- Explain the current position, the main gaps and where improvement is needed
- Describe the core objectives of the strategy and how they will be delivered
- Show how progress and impact will be monitored over time

4.0 Current Position

GCHA already has a number of ways for residents to get involved. These include the resident engagement panel, resident events, newsletters, consultations on policies and strategies, procurement interviews, TSM surveys, complaints feedback, day to day contact and regular opportunities for residents to raise concerns or share their views.

These approaches have provided useful insight into resident priorities and have helped shape communications, contract management, policy and strategy development, and wider service improvements across our homes and neighbourhoods.

However, GCHA recognises that engagement is not as consistent, representative or outcome focused as it needs to be. It has often relied on a small number of residents, while younger residents and other less heard groups are under-represented. We also need a clearer understanding of what barriers exist. Just as importantly, we need to strengthen the link between feedback, decisions, and visible service improvement so residents can clearly see what has changed as a result of their views. Information, feedback routes, and opportunities to get involved also need to be simpler, easier to access and better promoted. This strategy builds on what is already in place and sets out a clearer, more action focused approach to improve engagement and demonstrate impact.

5.0 Priority Objectives

5.1 Over the life of this strategy GCHA will focus on six priority objectives:

1. Strengthen resident voice, influence, and co-creation
2. Broaden participation and improve inclusion, accessibility, and representation
3. Embed transparency, compliance, and accountability
4. Use insight, complaints, and satisfaction data to drive continuous improvement
5. Improve access through digital and non-digital routes
6. Measure impact and demonstrate value

6.0 Delivery Approach

This section explains how GCHA will deliver the priority objectives in section 5.1. Sections 6.1 to 6.5 describe the main delivery priorities over the life of the strategy, and sections 7 and 8 explain how success will be measured, reported, and governed. Section 6.6 sets out the first-

year actions for 2026–2027. Together, these sections show how the gaps identified in section 4 will be addressed in practice and how progress will be monitored over time.

6.1 Strengthen resident voice, influence, and co-creation

GCHA will strengthen the role of resident voice in service improvement and decision making. This includes clarifying the purpose of the Resident Engagement Panel, strengthening opportunities for residents to review policies and scrutinise performance, and ensuring resident views are considered earlier when priorities or service standards are reviewed. The aim is for residents to influence outcomes in practice, not simply be consulted after decisions have been formed.

6.2 Broaden participation and inclusion

GCHA will widen engagement beyond the same small group of residents and create a more representative and inclusive approach. We will review who currently engages, who does not, and what barriers may exist. This means using a practical mix of methods rather than relying on formal meetings, including estate-based conversations, consultations and digital feedback where this helps residents take part more easily. We also want to ensure that residents with disabilities, health conditions, mobility issues, or other barriers still have clear and accessible ways to give feedback and influence services.

6.3 Embed transparency, compliance, and accountability

Resident engagement will be delivered in a way that supports compliance with consumer standards and strengthens accountability to residents and the Board. This includes providing clear, timely and accessible information, making it easy for residents to give feedback, ensuring they can influence services and showing what action has been taken in response. GCHA will also continue preparing for STAIRs by improving the accessibility and consistency of information shared with residents through the website, resident portal, and other communication routes.

6.4 Use insight to improve services

Residents will be at the centre of how GCHA reviews and improves services. We will use customer insight, performance information, complaints, TSM feedback and day to day contact to understand resident experience, identify service failings, and agree improvement actions. We will review this information regularly, with particular attention to recurring issues such as complaints handling, repairs communication, contractor performance, planned works, and anti-social behaviour, so that improvement activity is shaped by what residents tell us matters most.

6.5 Improve access through digital and non-digital routes

Digital engagement will help GCHA reach a wider range of residents, particularly those who may not want to attend formal meetings, but it must not exclude residents who prefer other methods. Over the life of this strategy, GCHA will improve the resident portal offer, make better use of the website, and explore accessible digital ways for residents to access information, services, and feedback opportunities. At the same time, we will maintain face to face, telephone, paper-based and community-based routes so that engagement remains inclusive and proportionate.

6.6 Priority Actions 2026–2027

To ensure this strategy leads to practical change, GCHA will prioritise a 12-month programme of actions for 2026–2027. These actions are grouped under the priority objectives in section 5.1 and the delivery priorities in sections 6.1 to 6.5 so that residents, staff, and the Board can clearly see how the strategy will be implemented in practice. Further detail is set out in Appendix A: Resident Engagement Action Delivery Plan.

7.0 Measuring Success

GCHA will take a practical and proportionate approach to measuring success. We will use a small set of measures to assess both whether engagement is increasing and whether it is leading to better outcomes. This will include relevant Tenant Satisfaction Measures, particularly overall satisfaction, whether residents feel listened to and whether they believe views are acted on. We will also monitor participation levels, the diversity of residents involved, evidence of resident influence on policies, strategies, and service improvements, and whether “You Said, We Did” actions are being delivered. This will be supported by wider performance information, including complaints, repairs performance, anti-social behaviour, and other key service measures, alongside an annual review of the strategy.

8.0 Learning from the 2025/26 TSM Survey

The 2025/26 TSM results showed improvement across all 12 Tenant Satisfaction Measures, demonstrating that previous service improvements have had a positive impact on overall resident experience. Overall satisfaction increased by 12%, which is a significant achievement for GCHA and an encouraging sign that changes made to date are making a difference.

While this progress is encouraging, some service areas still require focused attention. In particular, TSM feedback highlights complaints handling, anti-social behaviour, being kept informed and feeling safe in the home as priorities for continued improvement. These areas will remain a clear focus within this strategy so that GCHA builds on progress already made and continues improving resident satisfaction and experience. In response to the 2025/26 TSM results, GCHA has implemented a Customer Service Improvement Plan, which will be monitored and reviewed regularly, with updates shared with the Board, staff, residents, and the Resident Engagement Panel.

9.0 You Said, We Did

GCHA will strengthen its “You Said, We Did” approach so that residents can clearly see how their feedback is influencing services and decisions. We will work with the Resident Engagement Panel to help review feedback themes, discuss proposed actions and test whether changes are making a difference. We will also use newsletters, the website, resident portal, and other communications to share what residents have told us, what action we have taken and what improvements have been made. This will help us be more open with residents, build confidence in the engagement process and show that resident voice leads to meaningful change.

10.0 Governance

The Board will have overall oversight of this strategy and will receive regular updates on progress, impact, key themes, and risks. Regular updates will be reported to the Asset Management Committee and wider review by the Board. This will include progress against the priority actions, resident feedback, participation levels, links to service improvement, relevant TSM and complaints insight, and any issues affecting delivery.

The Executive Team and relevant service leads will be responsible for delivery, working with staff and residents to embed engagement in day-to-day practice and service improvement. The Resident Engagement Panel will help review feedback, discuss actions and test whether changes are making a difference, so resident engagement remains a core part of how GCHA listens, learns and improves.

11.0 Equality, Diversity, and Inclusion

GCHA will deliver this strategy in line with its Equality, Diversity and Inclusion commitments and the Equality Act 2010. This means taking reasonable steps to understand the diverse needs of residents, removing barriers to participation, offering accessible communication and engagement options, and making sure that resident influence is not limited to those who are most confident, most available, or already well connected to the organisation. It also means making sure that residents who have mobility issues, disabilities, health conditions or other barriers to involvement still have accessible ways to receive information, give feedback, and influence services.

12.0 Resident and Staff Involvement

GCHA would like to thank residents, staff and Board members for the time, honesty, reflection, and feedback they have given to help shape this strategy. Their contributions have been important in helping us understand what is working well, where there are gaps and where further improvement is needed. This strategy has been shaped by learning from current resident engagement activity, customer insight, TSM feedback, complaint themes, and staff experience of delivering services. Through continued engagement and open dialogue, we look forward to working together to deliver the priority actions set out in Appendix A and to strengthening resident engagement in ways that are meaningful, inclusive, and focused on improving services.

13.0 Monitoring and Review

The Director of Operations will oversee delivery of this strategy, with regular progress updates provided to the Asset Management Committee and wider Board for review with ongoing reviews to be held with the Resident Engagement Panel and staff. Progress will be monitored throughout the three-year period against the priority actions, key themes, performance information, and resident feedback. The Resident Engagement Action Delivery Plan will be reviewed annually to review updates, progress and reflect on learning, performance and the actions continue to support GCHA's wider priorities and resident needs.

14.0 Conclusion

This strategy sets out a clear and practical approach to strengthening resident engagement over the next three years. It reflects national regulation, good practice, and GCHA's commitment to opening doors to safe, secure, and affordable homes.

It recognises that while positive progress has been made, important gaps remain in representation, influence, accessibility, and visible impact. In response, the strategy sets out six priority objectives focused on strengthening resident voice, broadening participation, improving transparency and accountability, using insight to drive service improvement, improving access through digital and non-digital routes, and measuring impact.

Together, these priorities provide a clear line of direction from resident feedback to action, improvement, and assurance, helping GCHA build stronger relationships with residents and demonstrate that engagement leads to meaningful change. The priority actions that will support delivery are set out in (Appendix A) of which we will review annually to check on progress, successes, and making sure that positive improvement is felt through key measures i.e. customer satisfaction, KPI performance, and improved resident engagement.

15.0 Appendices

(Appendix A) – Resident Engagement Action Delivery Plan

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Objective	Action	Why this matters	Measure	Timeline
1. Strengthen resident voice, influence and co-creation	Review and relaunch the Resident Engagement Panel with a clear role, membership and forward plan	Helps make sure resident voice is structured, visible and able to influence decisions	Panel relaunched; terms of reference agreed; meetings held; attendance and minutes recorded	30-Sep-26
	Involve residents in policy, strategy and service standard reviews	Helps residents shape decisions before they are finalised	Number of reviews with resident input; evidence of changes made following feedback	31-Mar-27
	Strengthen “You Said, We Did” communication	Helps residents see how feedback has led to action and builds trust	Number of updates shared; evidence of actions communicated to residents	31-Mar-27
2. Broaden participation and inclusion	Map who currently engages and identify under-represented groups	Helps GCHA understand who is taking part and where gaps remain	Engagement profile completed; under-represented groups identified	30-Sep-26
	Introduce more flexible engagement methods	Helps more residents take part in ways that suit them	Range of methods used; number of residents participating; feedback on engagement methods	31-Mar-27
	Review accessibility of engagement methods	Helps remove barriers for residents with different needs - hold community hubs	Accessibility review completed; improvements made	31-Mar-27
3. Embed transparency, compliance and accountability	Improve resident information across CRM, website, portal and newsletters	Helps residents access clear information and supports STAIRs readiness	Information review completed; priority improvements delivered	31-Mar-27
	Make feedback and information request routes more visible	Helps residents understand how to raise concerns, ask questions and influence services	Clear routes published; resident awareness tested through feedback	31-Mar-27
	Report engagement and progress regularly to Board and Resident Engagement Panel	Strengthens accountability and oversight	Quarterly reports completed; themes and actions tracked	31-Mar-27
4. Use insight to improve services	Use TSMS, complaints, compliments and other feedback to identify themes	Helps GCHA focus on what matters most to residents	Regular themed insight reporting in place	31-Mar-27
	Link resident engagement to the Customer Service Improvement Plan	Helps ensure feedback is translated into service improvement	Evidence that resident feedback informs service actions	31-Mar-27
	Review recurring service themes such as complaints, repairs and ASB	Supports continuous improvement in areas residents raise most often	Number of themes reviewed; actions agreed and monitored	31-Mar-27
5. Improve access through digital and non-digital routes	Improve the resident portal and website as routes for information and feedback	Makes it easier for residents to access services and get involved	Number of improvements made; resident feedback on ease of use	31-Dec-26
	Test simple digital engagement options	Helps widen engagement while keeping approaches proportionate	Number of digital methods tested; participation levels	31-Dec-26
	Keep non-digital routes under review	Helps make sure residents are not excluded if they prefer traditional contact	Review completed; non-digital routes maintained and promoted	31-Mar-27
6. Measure impact and demonstrate value	Monitor participation, diversity, themes and service changes resulting from feedback	Helps show whether engagement is representative and making a difference	Quarterly data on participation, diversity and actions completed	31-Mar-27
	Support staff through engagement and customer experience training	Helps staff use resident feedback consistently in day to day practice	Number of staff trained; evidence of learning applied	31-Dec-26