

Resident Involvement Strategy 2025 – 2027

The Resident Involvement Strategy is a plan that considers the current challenges facing the Council, and sets objectives designed to build a high-performing service offer for the tenants and leaseholders of Oxford City Council (OCC).

Corporate Priorities:

OCC has the following five priorities:

1. Good, affordable homes
2. Strong, fair economy
3. Thriving communities
4. Zero carbon Oxford
5. A well-run council

External context:

- Following the 2017 Grenfell Tower tragedy, government published the Social Housing White Paper, a commitment to implement sector reform. To address this, the 2022 Building Safety Act was published with the Housing Ombudsman introducing the Complaint Handling Code in the same year.
- In 2023 the Social Housing Regulation Act became law, which granted the Regulator of Social Housing (RSH) new powers, and a set of new Consumer Standards were published in 2024.
- The Transparency, Influence and Accountability Standard specifically aims to ensure that social landlords deliver a high quality and fair service to its customers, with a significant focus on the engagement of residents to scrutinise and strengthen the provision of their landlord's services.

Internal context:

- A Resident Engagement Reset paper was approved by the Cabinet in 2024, which introduced a new structure for Resident Engagement, how a new governance mechanism will be implemented, set expectations for the publication of a new Engagement Strategy and the development and improvement of our complaints process based on resident experience.
- The Landlord Service will implement a restructure in Summer 2025, with its drivers and rational working in conjunction with the Housing Service Plan.

Strategic resident input:

In early 2025, the Tenant Involvement Team facilitated a Roadshow to take our conversation about involvement into our communities which aimed to raise awareness of involvement opportunities and learn about our tenants and leaseholder's priorities.

444 residents responded to our survey (5% of the target audience) and told us that safety, repairs, involvement, anti-social behaviour and tenancy management are their priorities (as presented in order of importance).

As a result of the Roadshows, 73 residents expressed an interest in getting involved, and we are currently inviting 282 residents to consider attending an induction session to learn about and sign up for our new involvement groups and activities.

In May 2025 we shared a draft of this strategy with our Resident Ambassadors group and took our Strategy out to our wider resident community through an email-based consultation in mid-May.

For more on this see Appendix 1 (page 9): How resident feedback influences strategic direction.

The Tenant Involvement Team:

At the time of writing, the team charged with delivering our strategy consists of an Interim Tenant Engagement Lead, 3 x Tenant Involvement Officers, a Tenant Involvement Support Officer and 2 x Resident Liaison Coordinators. It is proposed that we change the name of the team and the roles within it to adopt the new name: Resident Involvement.

The Customer Care and Complaints Team (Landlord Services):

The team investigating and responding to complaints and improving the service consists of a Customer Care and Complaints Manager, and 2 x Customer Care and Complaints Officers.

Strategic summary:

Year 1 (July 25 – June 26) will focus on delivering the resident engagement reset, the Landlord Services restructure and supporting priorities such as the major works programme and building safety compliance initiatives.

Year 2 (July 26 – June 27) will build on the first year by evaluating and potentially redesigning our approach whilst exploring wider organisational opportunities to embed the resident voice and deliver meaningful influence through engagement.

For our complaints service, we will use resident feedback and consultation to examine our procedures around complaints and compensation to ensure they align with their needs and expectations.

For more on this see Appendix 2 (pages 10-15): Resident Engagement Action Plan 2025 – 2027

What is Resident Involvement?

Resident involvement is about working with tenants, leaseholders and shared owners to co-produce effective services that meet a variety of needs; for example, building in accountability through communication, monitoring and scrutiny. It's about empowering residents to work with us to achieve shared aims.

Engaging residents leads to residents becoming involved. These are the outputs of our work together. The outcome, or the result of engagement and involvement is how that work influences the organisation in how it delivers its housing services.

For more on this see Appendix 3 (pages 16-17): The Art of Influencing.

Why call this work at OCC Resident Involvement?

We have chosen the name Resident Involvement as the title of our Strategy and our Team as we believe that involvement includes engagement and is our aspiration for residents that chose to engage with us, whilst the term resident covers our tenants, leaseholders and shared owners and is distinct from the term citizen which covers everyone living in the OCC area.

Strategic Aims:

1: Establish our new resident involvement and influence framework.

- Ensure regulatory compliance by delivering and embedding our resident involvement reset plan.
- Broaden our engaged resident community.
- Strengthen our resident involvement structures.

2: Establish, listen to and amplify the resident's voice.

- Develop our residents and staff.
- Maximise resident insight and intelligence.
- Improve our complaints offer.

3: Evidence the influence of engagement.

- Communicate, communicate, communicate.
- Respond to organisational demand and make engagement a serious business.
- Embed engagement as everyone's business.

Strategic Aim 1: Establish our new resident involvement and influence framework.

To give us the platform for the meaningful facilitation of resident involvement we will put a new framework in place to deliver our service offer effectively for residents whilst meeting regulatory requirements.

This strategic aim will support the achievement of our compliance with the Consumer Standards by ensuring that:

- we provide tenants with a wide range of meaningful opportunities to influence and scrutinise our strategies, policies and services.
- tenants' views are at the heart what we do as a landlord and at different levels of decision-making about the delivery of their services.
- all tenants have an equitable opportunity to be involved, by taking into account the diverse needs of tenants.

To achieve this, we will:

Objective 1: Ensure regulatory compliance by delivering and embedding our resident involvement reset plan.

We will ensure that the proposed involvement groups and activities are put in place, evaluated and refined to enable maximum effectiveness, efficiency and influence, whilst reporting across our performance indicators to evidence progress and impact.

For more on this see Appendix 4 (page 18): Our Resident Involvement Framework and Appendix 5 (page 19-23): Performance Indicators

Objective 2: Broaden our engaged resident community.

We will increase and diversify the ways that residents are engaging with us and offer a range of ways to get involved that suit our residents depending on their circumstances.

Objective 3: Establish and strengthen our resident involvement governance, accountability and decision-making structures.

We will set out a clear plan of accountability, enabling our residents to shape and provide feedback on the services we provide whilst improving our communication and transparency, sharing our performance data and inviting feedback and follow-up.

Strategic Aim 2: Establish, listen to and amplify the resident voice.

To ensure that we hear from, listen to and act on the widest range of resident voices we will establish new approaches to empower residents and staff, harness the power and potential of data and technology and refine our approach to managing complaints.

This strategic aim will support the achievement of our compliance with the Consumer Standards by ensuring that:

- we provide accessible support that meets the diverse needs of tenants so they can engage with the opportunities.
- tenants have access to reliable and accurate performance information about landlord services, helping to ensure transparency and to drive effective tenant scrutiny.
- we make good use of learning from complaints to improve services for tenants, bringing about change at a service or organisational level where appropriate.

To achieve this, we will:

Objective 1: Develop our residents and staff.

We will successfully implement the outcomes of the Landlord Services restructure and build the capacity, competence and confidence of our residents and staff team to enable meaningful, influential and well communicated engagement.

Objective 2: Maximising resident insight and intelligence.

By accessing, recording and analysing existing and new sources of resident data and feedback we will hear, listen and act on the silent and hidden voices of our residents.

Objective 3: Improve our Complaints offer.

We will establish a new Complaints Panel with the resident voice at its heart, whilst further evolving our complaint handling, ensuring that ownership is taken at the first opportunity to prevent issues escalating, seeking feedback from complainants of their experience of the process, ensuring that there is strong oversight from beginning to end and that the necessary learning and feedback is driven back through the service.

Strategic Aim 3: Evidence the influence of involvement.

Using our systems, we will work corporately to ensure that resident-driven recommendations for change are listened to, respected, actioned, delivered, assessed and well communicated to determine how influential they've been in improving the resident experience, service delivery and performance.

This strategic aim will support the achievement of our compliance with the Consumer Standards by ensuring that:

- we communicate to tenants how their views have been considered in their decision making about how landlord services are delivered.
- we communicate with affected tenants on progress, next steps and outcomes when delivering landlord services.

- there is consideration of how to improve and tailor service delivery should at that this will be an ongoing activity, which takes place at all levels of the organisation and across all areas of service delivery.

To achieve this, we will:

Objective 1: Communicate, communicate, communicate.

By putting proactive and innovative communication plans and platforms in place, we will ensure that our resident involvement story is well told, whilst supporting residents support with their involvement journey through outstanding communication practice.

Objective 2: Respond to organisational demand and make involvement a serious business.

We will ensure that we're able to react positively to business requests for involvement, consistently putting resident's voices at the heart of new solutions whilst adding value to the delivery of key organisational objectives and priorities.

We will establish a new mechanism to ensure that the outcomes of involvement are acted on across the organisation with urgency and empathy to ensure that we close the loop, communicate evidence of impact and make involvement a serious proposition.

Objective 3: Embed involvement as everyone's business.

As involvement professionals working alongside experienced residents, we will support and train colleagues to develop and deliver their own involvement offers to ensure that residents voices are listened to, heard and acted on across the organisation.

Appendix 1: How resident feedback influences strategic direction. Presenting the strategic responses to the outcomes of resident consultation.

The Winter 2025 Roadshow's saw the Tenant Involvement Team hear from 444 residents through a survey which told us that safety, repairs, involvement, anti-social behaviour and tenancy management are their priorities.

As a result, as key elements of our Resident Involvement Framework we will launch a Repairs Group and a Building Safety Group later in 2025 which will give residents the opportunity to work with well placed staff on a quarterly basis to scrutinise service plans and performance, give feedback and make recommendations for changes aimed at improving the resident experience.

As a result of the Roadshows, 73 residents expressed an interest in getting involved, and we are currently inviting 282 residents to consider attending an induction session to learn about and sign up for our new involvement groups and activities.

Without residents coming forward to get involved, we won't be able to deliver our Strategic Aims. We're planning to build on the success of the Winter Roadshow by taking our work out into our communities through 2 x Summer Roadshows in 2025 and 2026 whilst also launching our Older People and Younger People's Engagement Campaigns to raise awareness and get valuable feedback to bring back into the organisation.

In early May we facilitated an online session with 14 of our Tenant Ambassadors to get feedback on our emerging Strategy. We had a healthy debate and brought the results into the Strategy by adding the objective: Communicate, Communicate, Communicate, by emphasising that our approach is based on listening to our residents' voices and by noting issues for our Leaseholder Forum to consider once it's up and running.

We are facilitating an e-consultation with around 6,000 residents in mid-May and will be using the results of that project to draft the final version of this Strategy.

Appendix 2: Resident Involvement Action Plan 2025 – 2027. Presenting key activities by Aim and Objective across the 2-year period.

Strategic Aim	Strategic Objective	Actions	2025 – 2026	2026 – 2027
1: Establish our new resident involvement and influence framework.	Ensure regulatory compliance by delivering and embedding our resident involvement reset plan.	<p>Launch and establish:</p> <p>1a: the Tenant and Leaseholder Board.</p> <p>1b: the Tenants Forum.</p> <p>1c: the Leaseholder Forum.</p> <p>1d: the Repairs and Building Safety Group and Complaints Group.</p> <p>1e: new Task and Finish models of involvement, including piloting a scrutiny project.</p>	<p>Y</p> <p>Y</p> <p>Y</p> <p>Y</p> <p>Y</p>	
	Broaden our engaged resident community.	<p>Introduce, recruit, on-board and train newly engaged residents into the new involvement groups and activities.</p> <p>Launch the Older People's Engagement campaign.</p> <p>Launch the Younger People's Engagement campaign.</p>	<p>Y</p> <p>Y</p> <p>Y</p>	

		<p>Explore engagement campaigns focused on disabled, LGBTQ+ residents, those from ethnic minority groups and at a local/neighbourhood level.</p> <p>Facilitate Summer Engagement Roadshows.</p>	Y	Y
	Strengthen our resident involvement structures.	<p>Ensure our new governance structures ensure that resident voice is heard at Cabinet and across the organisation.</p> <p>Explore and implement proposals on rewarding involvement.</p> <p>Evaluate Yr1 of the delivery of the resident involvement framework – building on what works, designing out waste and introducing best practice to ensure continual improvement.</p>	Y	Y
2: Establish, listen to and amplify the resident's voice.	Develop our residents and staff.	Successfully implement and embed the outcomes of the Landlord Services restructure.	Y	

		<p>Align the RI Team with the needs of the RI service programme and Yr 1 Strategic Action Plan and ensure that resources are in place to ensure success.</p> <p>Deliver resident training programmes and accessible support to ensure that the needs of diverse tenants are met so they can engage with our groups and activities.</p> <p>Establish effective 121 support and mentoring for involved residents.</p> <p>Evaluate and improve the resident training and support offer.</p>	<p>Y</p> <p>Y</p> <p>Y</p>	Y
	Maximise resident insight and intelligence.	<p>Launch the involvement and complaints performance indicators reporting system.</p> <p>Work with the business intelligence unit to develop accessible reports for our groups to understand resident data, feedback and</p>	<p>Y</p> <p>Y</p>	

		<p>themes to enable them to make informed decisions on what to scrutinise.</p> <p>Explore the potential for QL to support resident involvement.</p> <p>Establish QL based approaches to support strategic delivery.</p> <p>Deliver Star Survey contractor procurement 25/26 and ensure the successful delivery of the Tenant Satisfaction Measures.</p>	<p>Y</p> <p>Y</p>	Y
	Improve our Complaints offer.	Launch and establish our Complaints Panel.	Y	
3: Evidence the influence of involvement.	Communicate, communicate, communicate.	<p>Continually update the OCC website and use social media channels to keep stakeholders informed of the progress and impact of engagement.</p> <p>Establish and maintain a new web-platform (TI.com) to support newly engaged</p>	<p>Y</p> <p>Y</p>	Y

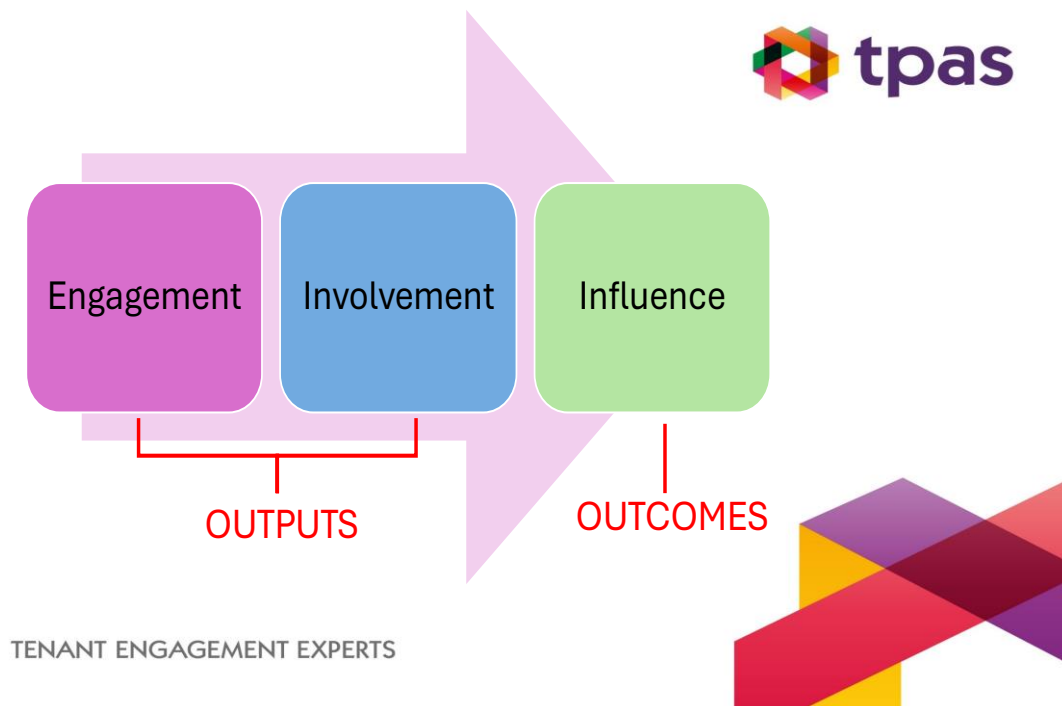


		<p>residents to give them access to the information needed to make a difference.</p> <p>Ensure that positive stories of resident experiences of engagement and involvement are shared.</p> <p>Publish Tenants In Touch 4 times a year and the Annual Report once a year.</p>	<p>Y</p> <p>Y</p>	<p>Y</p> <p>Y</p>
	Respond to organisational demand and make involvement a serious business.	<p>Deliver impactful contributions to the Major Works Programme, Decarbonisation and Building Safety initiatives through our RL Coordinators and RI Officers.</p> <p>Retain capacity and skills to prioritise our positive and professional response to colleague's requests for engagement.</p> <p>Establish a new mechanism for tracking resident-led recommendations.</p>	<p>Y</p> <p>Y</p> <p>Y</p>	<p>Y</p> <p>Y</p>
	Embed	Establish a How To Guide		Y



	involvement as everyone's business.	and associated training programme to support colleagues to successfully deliver involvement.		
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Appendix 3: The Art of Influencing. Presenting an interpretation of Tpas's work on engagement, involvement and influence.



Proactive resident influencing



- A collection of activities in which residents can take part that will positively influence and, therefore, improve services.
- The influencing activities in the pyramid are not necessarily inter-dependant or sequential.
- The diminishing size of the segments reflects that fewer residents will be involved in activities such as leading and collaborating.
- However, all activities are valuable. The overall value of influence derived from each activity may be similar – if proper attention is paid to the greater volume of residents influencing through, for example, “opt-in” or “chip-in”.



Proactive tenant influencing

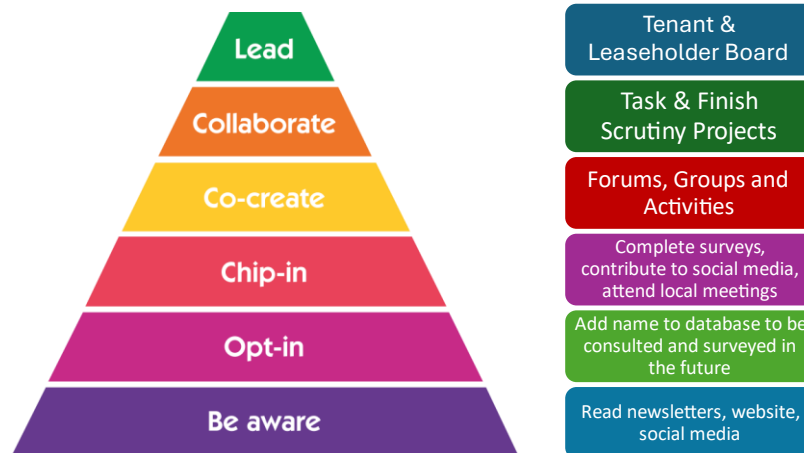


Some Tpas members prefer to use this diagram the other way round. This reflects a desire to not create a false hierarchy that suggests that activities at “the top” are of greater value.

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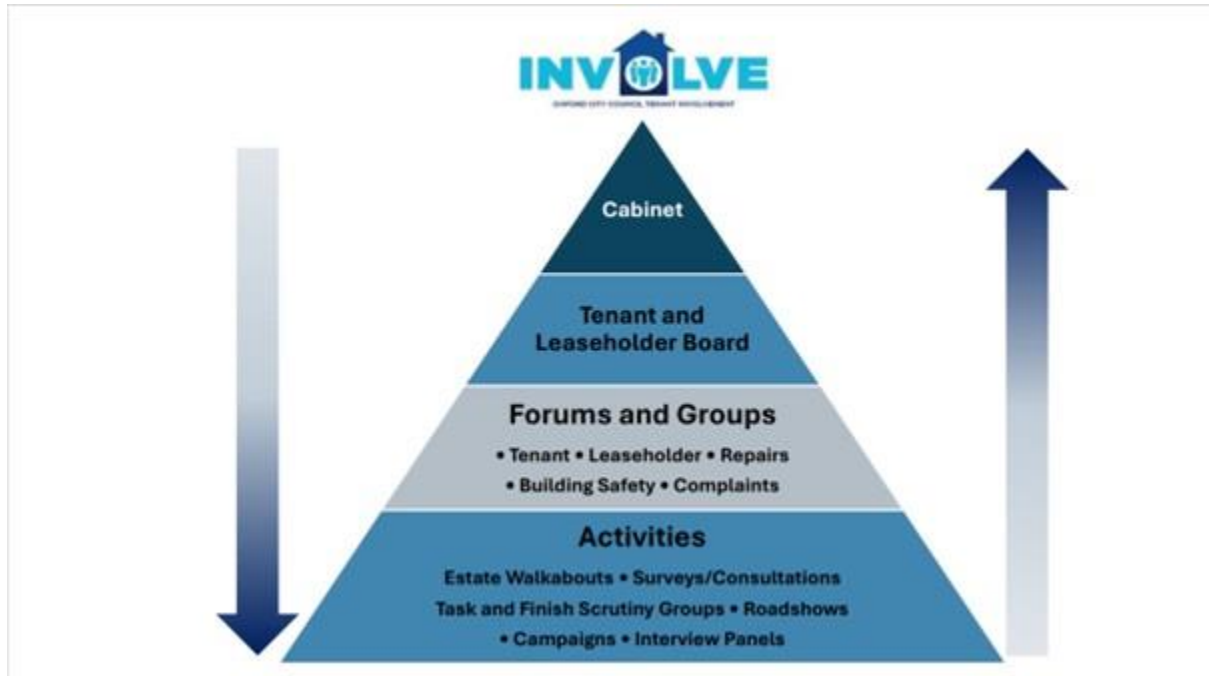


The Oxford City Council interpretation #1



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Appendix 4: Our Resident Involvement Framework. Presenting the structure of the new resident involvement groups and activities.



Appendix 5: Performance Indicators. Presenting key Resident Involvement, Housing, Complaints and Landlord Services performance indicators across the 2-year period.

Proposed Resident Involvement Indicators – Primary (which RI is direct accountable for).

Area	Description	Short Name	KPI	Frequency	25/26 Target
Resident Involvement	An increase of xxx% of residents engaged in decision-making or resident engagement initiatives on previous year.	Resident Participation Rate	Service	6 monthly	% tbc (baseline to be set in Q4 25/26)
Resident Involvement	In increase of xxx% demographic diversity among participating residents to ensure inclusivity.	Diversity of Participation	Service	6 monthly	Numeric tbc (baseline to be set in Q4 25/26)
Resident Involvement	An increase of xxx% of new (previous not	Training	Service	6 monthly	Numeric tbc (baseline



	been engaged) tenants, leaseholders & shared owners who participate in training programs related to tenant engagement.				to be set in Q4 25/26)
Tenant Engagement	Satisfaction on whether tenants feel there are a wide range of meaningful opportunities to influence and scrutinise their landlord's strategies, policies and services.	Tenant Involvement Opportunities	Service	Annually (new Q in 2025 STAR Survey)	% tbc (baseline to be set in Q4 25/26)
Tbc	Resident-led indicators tbc during 25/22 once new RE structures are established.	Resident-led Indicators	Service	6 monthly	(baseline to be set in Q4 25/26)

Housing and Landlord Services Indicators – Secondary
(to which RE aims to contribute).

Area	Description	Short Name	KPI	Frequency	24/25 Target
Housing Services	Overall tenant satisfaction with services provided by landlord	TSM	Corporate	Annually	78%
Housing Services	To increase complaints handling satisfaction by 3% on the previous year	Complaints	Service	Annually	35.5%
Housing Services	Percentage of upheld complaints that lead to service improvements based on the findings and resident feedback.	Complaints	Service	Annually	70%
Landlord Services (general)	To increase tenant satisfaction by 1% (on the previous year) that OCC as "Landlord keeps them informed about things that matter to them"	Keeping tenants informed	Service	Annually	81%
Landlord	To increase tenant	Fairness &	Service	Annually	83%

Services (general)	satisfaction that OCC as a "Landlord treats them fairly and with respect " by 1% on the previous year	Respect			
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Transparency, Influence and Accountability Consumer Standards that the Resident Involvement Strategy will contribute to delivering and evidencing:

Required outcomes	Specific expectations.
1.1 Fairness and respect	1.1.1 Registered providers must treat tenants and prospective tenants with fairness and respect.
1.2 Diverse needs.	1.2.1 In relation to housing and landlord services they provide, registered providers must take action to deliver fair and equitable outcomes for tenants.
Diverse needs.	2.1.1 Registered providers must use relevant information and data to: a: understand the diverse needs to tenants and.. b: assess whether their housing and landlord services deliver fair and equitable outcomes for tenants.
Diverse needs.	2.1.2 Registered providers must ensure that communication with and information for tenants is clear, accessible, relevant, timely and appropriate to the diverse needs of

	tenants.
1.3 Engagement with tenants.	<p>1.3.1</p> <p>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.</p>
	<p>2.2.1</p> <p>Registered providers must give tenants a wide range of meaningful opportunities to influence and scrutinise their landlord's strategies, policies and services.</p>
	<p>2.2.2</p> <p>Registered providers must assist tenants who wish to implement tenant-led activities to influence and scrutinise their landlord's strategies, policies and services.</p>
	<p>2.2.3</p> <p>Registered providers must provide accessible support that meets the diverse needs of tenants so they can engage with the opportunities in 2.2.1 and 2.2.2</p>
	<p>2.2.5</p> <p>Registered providers, working with tenants, must regularly consider ways to improve and tailor their approach to delivering landlord services including tenant engagement.</p> <p>They must implement changes as appropriate to ensure services deliver the intended aims.</p>