



DATE: July 2026

REPORT OF: EHA Tenant Engagement Scrutiny Taskforce

INVESTIGATION TITLE: Scrutiny review of EHA's Tenant Engagement Service and development of 2026 Tenant Engagement Strategy

Investigation Summary

Our Tenant Engagement Taskforce has reviewed our existing Tenant Engagement service, to identify any improvements to be included in the Association's Tenant Engagement Strategy 2026-2029.

The following areas were reviewed by the Taskforce:

- Review of tenants' perception of existing Tenant Engagement service
- Review of the Association's performance against Tpas 'Tenant Engagement Standards', comprising the requirements of the Regulator of Social Housing, Housing Ombudsman, the National Housing Federation's Code of Governance as well as the building safety regulator.

Document review:

- Regulator Social Housing's Transparency, Accountability and Influence Standard
- EHA 2024 Tenants' Voice Report

Recommended procedure

It is recommended that relevant staff members and the Management Team consider the contents of this report.

Staff members are requested to respond to the report, ready for presentation to Board on the next opportunity the agenda allows.

Board members are requested to consider the contents of this report and provide responses to the recommendations and actions.

Background

In March 2026, our Scrutiny Audit Panel reviewed latest performance information to determine the subject of EHA's next scrutiny review:

- Tenants Scorecard Key Performance Indicator (KPI) reports – for Q3 2025/26
- Tenant Satisfaction Measures (TSM) – perception survey – for Q3 2025/26
- Corporate Risk register

where performance and TSM results didn't identify an obvious area for review (which hadn't recently been investigated by a Taskforce or via an internal process review) SAP agreed to instruct a review of EHA's Tenant Engagement service.

Although satisfaction under 'Respectful and Helpful Engagement' has progressively risen since 2024/25 to (90%), within this, 'listens and acts' is one of EHA's lower satisfaction scores at 84%.

Commonly, satisfaction with the way tenants' views are listened to and acted upon is the lowest of these four measures. This is true here, with over four-fifths of tenants (84%) satisfied that EHA listens to their views and acts upon them. However, 6% of tenants remain dissatisfied, and a further 10% are neutral.

SAP agreed that a review with tenants could result in co-creation of our 2026-30 Tenant Engagement Strategy and 2025 Tenants' Voice report to tenants, as well as feeding into our work towards Tpas Accreditation.

Link to Corporate Plan

Under the 2024 – 2027 Corporate Strategy, this review falls within the 'Tenant Voice and Influence' and 'High Performing and Resilient Organisation' strategic priorities.

Link to EHA Values

This review covers Teamwork, Integrity, Customer Experience and Listen within EHA's Values.

Regulatory/ sector references

- Regulator for Social Housing's Transparency, Influence and Accountability Standard (including Tenant Satisfaction Measures) (2024)
- Tpas' Engagement Standards v4 (2024)

Scope of review

The Scrutiny Taskforce considered the following matters during the review:

- Strengths
- Weaknesses
- Performance against regulatory and sector expectation/ recommendation

Summary of activities

1. Experience of EHA's Tenant Engagement Service – *establishing what tenants think about EHA's existing Tenant Engagement offer*
2. Why Tenant Engagement? - *Overview of Q3 2025/26 TSM results, summary of TSM process, review of findings and SAP recommendation for review*
3. Regulation – *Transparency, Influence and Accountability Standard: what the Government expects to make sure tenants' voices are heard, and why its important following Grenfell and the death of Awaab Ishak*
4. EHA's current Tenant Engagement Service and overview of tenant census information – *overview of tenant profile, current engagement opportunities and links with Governance*
5. Review of perception survey results – *identifying key themes and issues*

Engagement summary:

	Possible participants	Actual participants and response rate
Stage 1:		
Initial perception survey – <i>Shared with all tenants via email</i>	1,534 + 139 (MHA)	33 (1.8%)
<i>Liaison with Assisted living scheme officers to ensure tenants who required support could contribute</i>		
Stage 2:		
Overview of Regulation – <i>what the Social Housing Regulator expects</i>	15	7 (47%)
EHA's current Tenant Engagement Service and overview of tenant census information – <i>overview of tenant profile, current engagement opportunities and links with Governance</i>	15	7 (47%)
Review of all survey results – <i>identifying key themes and issues</i>	15	6 (40%)

Stage 3:		
Perception of EHA's compliance with Tpas' Tenant Engagement standards	6	6 (100%)

Initially, we received responses from 33 of our tenants (representing 1.8% of our 1982 of our households).

Of these responses, 20 indicated they were interested in joining the Taskforce, providing availability for the afternoon and evening sessions, as well as the opportunity to take part remotely.

5 participants chose to attend the planned sessions. We invited a further 10 to take part remotely, all of whom indicated that email was their preferred method of communication. All 15 were contacted with joining information ahead of the sessions. Ultimately, 4 tenants attended the workshop sessions, and 2 provided feedback remotely through all 3 stages.

Taskforce Stage 1: Tenant Engagement Workshop Session 1 – 15th April (4 attendees in person, 1 online)

Session overview:

1. Why Tenant Engagement? - *Overview of Q3 2025/26 TSM results, summary of TSM process, review of findings and SAP recommendation for review*
2. Regulation – *Transparency, Influence and Accountability Standard: what the Government expects to make sure tenants' voices are heard, and why it's important following Grenfell and the death of Awaab Ishak*
3. EHA's Tenant Engagement Service – *measures in place to hear tenants' voices and impact of engagement on services*

Session 1 recording shared with 9 participants for review and feedback (3 participants took part)

Taskforce Stage 2: Tenant Engagement Workshop Session 2 – 28th April (4 attendees in person)

Session overview:

1. What do we know about our tenants – *tenant census information*
2. Review of perception survey results – *identifying key themes and issues*
3. Strengths and weaknesses – *what do we need to do more of, and less of*

Session 2 recording shared with 4 participants for review and feedback (2 participants took part)

Taskforce Stage 3: Tpas Engagement Standards Questionnaire

The final stage was to determine tenant perception of EHA's compliance with the Tpas Engagement Standards, which combine the expectations of the Regulator for Social Housing, the Housing Ombudsman, the National Housing Federation's Code of Governance as well as the building safety regulator.

We reduced and simplified the standards into 42 simple statements for the Taskforce to 'rate' our performance, from disagree (1-2), neither agree or disagree (3), or agree (4-5), to highlight where we need to focus our work or improve our communication.

Summary of findings

Strengths:

- From the initial satisfaction survey, EHA tenants rate the current Tenant Engagement service at 4.47 out of 5.
- 94% of respondents said – from their experience of being involved in EHA's Tenant Engagement service – they were kept informed of progress
- It's positive that EHA is working to find out more about their tenants, to help understand tenants' needs, and identify barriers to engagement
- EHA's current service and work to offer more flexible engagement options supports the latest tenant census data on 772 of 1,666 households (46% of households) for those who cannot attend meetings due to health, work or caring commitments
- The most popular reasons for not being involved in EHA's work is because they think EHA does a good job
- In the initial tenant engagement survey, 81% of responses were very positive.
- Results show information shared by EHA is more than adequate.
- *"EHA acts on tenants' feelings, listening to feedback and work positively to meet tenants' needs"*
- *"Feedback regarding contractors is listened to, and results put in place to give a positive experience"*
- EHA's internal training schedule is ongoing, to make sure staff are up to date on tenant and regulatory expectations
- EHA's Tenant Voice report shows the impact of tenants' work to improve services, evidencing outcomes makes being involved more appealing as people see the value of their input
- Encouraging tenants to become more involved is a challenge across the sector, and across our communities – *"EHA is clearly trying its best and has lots of options available if people do want to be involved"*

- The tenant census showed email as the most popular form of communication, which the Tenant Engagement team usually begins with
- *“Completing the surveys for prize draw entries is a strength it encourages tenants to complete them”*
- Tenants perceive EHA’s performance against the Tpas Engagement Standards at 4.20 out of 5 or above for each measure.
- *“Once people are through the door, they know it’s ok to come back as they know what to expect, and the sessions are relaxed”*
- *“Just keep doing what you’re doing... I can’t see how you can improve, unless you try knocking on people’s doors, going to where they are”*
- Online engagement work helps include those who can’t attend meetings, who would otherwise be excluded – those rurally isolated, working, with disabilities and time commitments
- EHA manages homes over a huge area, widely dispersed – online engagement helps to address rural isolation
- It’s positive that Assisted Living Co-ordinators help prevent digital exclusion by involving Assisted Living tenants in Tenant Engagement activities

Weaknesses:

- Feedback received is really positive – however only a 2.2% response rate, equating to under 2% of households
- 35% of respondents didn’t feel like their input made a difference – suggesting better communication is required
- Although the content is useful, the Tenants’ Voice report itself is difficult to read due to the layout, extensive use of colour and graphics
- The second and third reason given for tenants not to become involved is that tenants do not want to attend meetings, followed by feeling that feedback will not be used
- Some survey responses relate more specifically to Tenant Satisfaction Measures, which suggests a lack of clarity remains around ‘who asks what, and why’.
- Tenants have reported ‘survey fatigue’ with too many surveys at once – spread them out and make clear what the information is to be used for
- Online engagement work helps include those who can’t attend meetings – those rurally isolated, working, with disabilities and time commitments, however, can exclude those who do not have smartphones or access to a computer
- Difficult to include cross section of tenants, and to engage with minority groups, on top of existing barriers to Tenant Engagement
- Most activities are held at Blain House, as opposed to ‘out and about’ - although EHA has no community hubs other than Assisted Living schemes across Eden

- Tenant Engagement team is small, so limited to number of projects that can be achieved, things can take a long time
- Reporting should include location of engaged tenants and unique TE figures- i.e. only count 1 engagement for the year, don't double count so can honestly see how many tenants have been involved throughout the year
- The Taskforce has identified 5 areas which score lower than others for EHA's performance against the Tpas Engagement Standards:
 - *EHA works with tenants to produce performance information and tenant satisfaction with services, including finances and how EHA spends its money, complaints information, outcomes from engagement and business and staff costs*
 - *EHA works with tenants at least once every three years, to help design their tenant engagement service*
 - *Tenants are meaningfully engaged in the development, monitoring and review of EHA policies, services, budget and strategy development*
 - *EHA promotes community action across its communities, including Right to Manage opportunities*
 - *EHA shares community investment activities, support partnership working and provide opportunities to increase understanding of tenant and community priorities*
- Although it's useful to see how the Taskforce perceives EHA's performance against Tpas' engagement standards, it would be useful to see what our wider tenant base think.

NB: there were some negative comments in the survey results relating to experience of taking part in TSM surveys as opposed to Tenant Engagement activities. These have all been followed up by EHA's Customer Service Manager and Acuity, who deliver the TSM surveys.

Other observations – suggestions:

- Suggested approach *"It would be really nice if you would work with us, so we can improve services to all tenants"*, confirming no specific equipment required
- Ask: *"Would you attend meetings if they were in your area?"*
- Not sure how you can do things differently – focus on access that includes all diversity strands – emphasise EHA can do home visits etc where necessary
- Try texting instead of just email – it might reach more people
- EHA presence on social media is positive – but where other organisations use silly videos and dances, its unprofessional – so don't start doing that!
- It would be useful to see how representative Tenant Engagement is – a location map of those who regularly take part in engagement exercises would be useful to demonstrate this
- Work to make sure all groups (according to the Equality Act) are considered

during the development of the Tenant Engagement Strategy to avoid discrimination due to:

- age
- gender reassignment
- being married or in a civil partnership
- being pregnant or on maternity leave
- disability
- race including colour, nationality, ethnic or national origin
- religion or belief
- sex

Direct tenant feedback

"I enjoyed the second session it was like being part of the meeting, it's definitely a success for tenants who can't attend meetings but want to be involved thanks."

"The whole experience was rewarding."

"I did not realise that there were so many stages that you and your team are trying to put into place for the better for the tenant and for yourselves."

"You're doing all you can to get people involved already, some people just aren't interested! You're doing your best!"

"It's positive that EHA is working to find out more about their tenants, to help understand their needs"

"Your communication and content is usually very clear and written in an accessible way"

Recommendations

1. **Spread important engagement opportunities across the year** – *Tenant Satisfaction Measures are the priority, so share specific EHA Engagement in between to avoid survey fatigue and confusion (specifically repeat surveys i.e. Annual Budget setting, Annual Rent Increase, Annual Service Charge meetings)*
2. **Simplify Tenants' Voice Report 2025** – *simplify graphics, improve text contrast and reduce word count for easier readability so benefit of engagement and tangible outcomes are better communicated to tenants*
3. **Create Engaged Tenants Map** – *to show dispersal of actively engaged*

tenants across our communities

4. **Seek wider perception of EHA's compliance with Tpas Engagement Standards** - *to establish a wider tenants' share questionnaire to all tenants, with statements summarising each of the 8 overarching requirements*
5. **Work to reduce barriers of online engagement** – *actively promote availability of free IT training locally (via WAF)*
6. **Tell your story!** – *work to promote EHA's history, including LSVT from EDC in 1997, key achievements, challenges, income and contract management – could tie in with EHA's 30th Birthday*
7. **Let tenants tell your story!** – *encourage engaged tenants to be advocates for EHA's engagement opportunities from their perspective*
8. **Focus Tenant Engagement Strategy work on areas with lower tenant perception** – *identify areas of concern following perception survey of EHA against Tpas TE standards and focus strategy work or clearer communication on the lower performing areas*
9. **Continue to improve accessibility for tenants, to reduce barriers to engagement and improve access to information** – *EHA's website will help improve access to information with 'add on' for other languages, formats and levels of information, work to ensure all 9 equality strands are considered in all areas of EHA's work*

Fairness and respect

To ensure fairness and respect for all Taskforce participants, we established preferred communication methods, working with tenants to establish appointments for engagement which suited them. This is the first Taskforce who have had the opportunity to take part remotely, viewing recorded group sessions in their own time and providing feedback.

At the end of the investigation, the Taskforce were asked whether they would take part in the process again. All participants said that they would.

Equality Diversity and Inclusion

Throughout this process we have provided accessible support, to meet the diverse needs of our tenants, allowing a cross section of tenants to scrutinise this service.

Opportunities to take part included:

- Online surveys
- Onsite interviews
- Daytime/ afternoon sessions
- In person interviews

- Telephone interviews
- Online sessions / meetings
- Recorded sessions for those wishing to participate from home, in their own time
- Out of hours appointments

SAP review summary and signoff

At their meeting on 21st July, members of the Scrutiny Audit Panel independently reviewed the Tenant Engagement report against the SAP monitoring sheet.

We conclude that the Taskforce investigation met all the requirements in line with the regulator's consumer standards:

- Fairness and respect: *scrutineers and wider engaged tenants are treated with fairness and respect*
- Diverse Needs: *EHA has understood and taken appropriate action to meet tenants' engagement needs, to allow them fair access to scrutinising services.*
- Equitable: *final recommendations are equitable for tenants.*
- Engagement with tenants: *EHA has taken tenants' views into account through report recommendations.*
- Difference: *Recognise that some tenants will want to get involved directly with their landlord's decisions, and others will just want to be kept informed.*
- Information provided: *scrutineers have been given clear and timely information around what to expect from their landlord, to allow them to hold their landlord to account.*
- Performance information: *scrutineers are given information to support effective scrutiny of our performance*
- Financial provision: *scrutineers have been provided with/ have had access to appropriate financial resource to carry out the exercise*
- Recommendations: *recommendations are SMART (Specific, Measurable, Achievable, Relevant, Time-Bound): Recommendations are evidence-based, designed to improve services, increase efficiency and provide robust assessment*

We conclude that this is a fully comprehensive report, which we feel is accurate and gives scope for future development.

We feel the tenants' voice is being listened to and provides ample material for EHA to build upon going forward.

Another great piece of work from EHA and their Taskforce.


Chair, EHA Scrutiny Audit Panel

MANAGEMENT RESPONSE

Recommendation	Action lead	Management response	Agreed timescale
1. Spread important engagement opportunities across the year – <i>Tenant Satisfaction Measures are the priority, so share specific EHA Engagement in between to avoid survey fatigue and confusion (specifically repeat surveys i.e. Annual Budget setting, Annual Rent Increase, Annual Service Charge meetings)</i>	JW	Agreed. Plan to develop an 'Engagement Calendar' to highlight regular priority engagement activities: • Tenant Satisfaction Measures • Tenant Census collection • Rent increase consultation • Tenant Priorities for budget setting • Service charge consultation To allow additional policy and service engagement by the Engagement Team to be spread out in between	August 2026
2. Simplify Tenants' Voice Report 2025 – <i>simplify graphics, improve text contrast and reduce word count for easier readability so benefit of engagement and tangible outcomes are better communicated to tenants</i>	JW	Agreed. Content reduced and re-formatted in better contrasting colours. Approved by Taskforce June 2026	June 2026
3. Create Engaged Tenants Map – <i>to show dispersal of actively engaged tenants across our communities</i>	JW	Agreed. Map to highlight locations for engaged tenants for reception wall. Could coincide with wider Association information – to be discussed at Management Team	September 2026
4. Seek wider perception of EHA's compliance with Tpas Engagement Standards - <i>to establish a wider tenants' share questionnaire to all tenants, with statements summarising each of the 8</i>	JW	Agreed. EIO to share 8 statement survey with all tenants to establish perception of our performance against the Tpas Standards.	August 2026

<i>overarching requirements</i>			
5. Work to reduce barriers of online engagement – <i>actively promote availability of free IT training locally (via WAF)</i>	JW	Agreed. Information around free online courses available via Westmorland and Furness Council shared in June's Viewpoint. Will continue to share local training opportunities as standard in Viewpoint and on social media.	June 2026
6. Tell your story! – <i>work to promote EHA's history, including LSVT from EDC in 1997, key achievements, challenges, income and contract management – could tie in with EHA's 30th Birthday</i>	JW	Agreed. We will look to promote our journey as a Housing Association to tie in with our 30 th birthday – in Viewpoint, on our website and on social media	July 2027 (30 th year marked September 2027)
7. Let tenants tell your story! – <i>encourage engaged tenants to be advocates for EHA's engagement opportunities from their perspective</i>	JW	Agreed. We will look to share tenant experiences in August's Viewpoint, linking to the launch of our 2025 Tenants' Voice Report.	August 2026
8. Focus Tenant Engagement Strategy work on areas with lower tenant perception – <i>identify areas of concern following perception survey of EHA against Tpas TE standards and focus strategy work or clearer communication on the lower performing areas</i>	JW	Agreed. Our new Tenant Engagement Strategy will be presented to Board in November. Our proposed approach will be presented to Board in July, outlining the principals of the Strategy, which we plan to base around Tpas' Engagement Standards, focussing on lower performing areas.	November 2026
9. Continue to improve accessibility for tenants, to reduce barriers to engagement and improve access to information – <i>EHA's website will help improve access to information with 'add on'</i>	JW	Agreed. New website due for launch in August 2026, which will include the 'recite me' accessibility solution. Technical specification has been co-created with tenants, with additional engagement planned once we receive some example designs. All information will be	August 2026

<i>for other languages, formats and levels of information, work to ensure all 9 equality strands are considered in all areas of EHA's work</i>		aligned with EHA's Equality, Diversity and Inclusion strategy to ensure engagement communication is clear and accessible.	
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