



Resident Voice and Service Improvement Strategy

1. Forward

LRHA has supported rural communities for 40 years. Our purpose is *‘to support people connected to rural communities in need of a home through the provision and maintenance of affordable and sustainable homes for life’*. We deliver this by providing good-quality, affordable homes and services across rural Lincolnshire, Rutland, Kings Lynn, and West Norfolk.

With a small and committed team, we aim to work closely with our residents to shape services, especially repairs and maintenance, so they are safe, reliable, and reflect the real lived experience of residents; in addition to ensuring that all communication is effectively managed and followed up. We want residents to have a strong voice, clear influence, and genuine opportunities to get involved.

We welcome feedback and want every resident to feel valued, listened to and able to contribute.

If you would like to discuss any Resident Engagement matters directly, please contact the Resident Engagement Manager via katie@lrha.co.uk.

With best wishes,

Rachael Fullwood

Chief Executive

2. Introduction

- 2.1. This strategy sets out how LRHA will work with residents and leaseholders to improve our services. It creates simple, flexible ways for residents to get involved, whether they want to contribute regularly or only occasionally. By doing so, we build trust, improve services, and strengthen our rural communities.

3. Our Vision and Mission and Values

- 3.1. Vision – *‘Working together to enhance the quality of life for current and future residents’*.
- 3.2. Mission – *‘To provide good quality homes for rural people in need’*.
- 3.3. Our values—Innovation, Caring, and Excellence guide how we work, treat each other, and deliver services.

4. Our Services

- 4.1. We focus on rural needs; and the challenges affecting our residents’ which include high house prices, low wages, seasonal rentals, high levels of second homes ownership, and ageing local populations. Our aim is to provide the right homes and services to help rural communities thrive.
- 4.2. Residents’ experiences help shape our approach so we can deliver the excellent service they expect.

5. Objectives

- 5.1. We will work with residents through our Resident Engagement Initiatives to:
 - Build strong, two-way engagement between residents and LRHA colleagues.
 - Provide clear information so residents can scrutinise services.
 - Monitor performance using the Tenant Satisfaction Measures (TSM).
 - Support campaigns and activities that strengthen communities, support resident wellbeing and promote environmental awareness.

6. Why Residents’ Voice Matters

- 6.1. Resident voice remains central to our work. We are committed to a culture that values the voice and experience of our residents, to be open to challenge from them, to be honest where things have gone wrong, to be fair in putting things right and to learn from all of our interactions including complaints to improve as an organisation.
- 6.2. Good involvement helps us make better decisions, plan ahead, and deliver effective services.
- 6.3. Key aims:
 - A clear resident voice at the heart of the business.
 - Straightforward processes.
 - Digital options that work for everyone.
 - Services that meet today’s needs and prepare for tomorrows.

7. Legislation, Statutory Regulatory Duties & References

7.1. This strategy is in accordance with the Consumer Standards Code of Practice April 2024 and relevant to the Transparency, Influence and Accountability Standard April 2024 required outcomes 1.2 and specific expectations 2.1.1, and 1.3 and specific expectations 1.3.1 and 2.2.5.

7.2. The Transparency, Influence and Accountability Standard sets out that:

1.2 – Diverse Needs

- *2.1.1 Registered providers must use relevant information and data to:
a) understand the diverse needs of tenants, including those arising from protected characteristics, language barriers, and additional support needs; and
b) assess whether their housing and landlord services deliver fair and equitable outcomes for tenants.*

1.3 – Engagement with Tenants

- *1.3.1 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.*
- *2.2.5 Registered providers, working with tenants, must regularly consider ways to improve and tailor their approach to delivering landlord services including tenant engagement. They must implement changes as appropriate to ensure services deliver the intended aims.*

7.3. The NHF Code of Governance 2020 sets out that:

Principle 1 – Mission and Values:

1.2 Resident focus: *the needs and safety of the organisation's current and future residents and other customers are placed at the heart of the board's decision-making.*

1.2 (1) There are policies, frameworks and opportunities which enable, encourage and support residents and other customers to engage with, influence and contribute to strategic decision-making.

1.2 (4) The organisation regularly reports to its residents on how its commitments to resident focus have been delivered.

8. Moving Forward

8.1. Our long-term aim is to work with residents to co-design services. Key areas include:

- Repairs, maintenance and the quality of homes.
- Communication and culture.
- Better data so we can target investment and improve accountability.

9. Engagement Commitments – Our Five Themes

9.1. We focus on five themes:

1. Resident Voice

- Provide simple, flexible ways to have a say.
- Use resident feedback to shape services.
- Improve communication and digital access.

2. Transparency and Scrutiny

- Share “you said, we did” updates.
- Be open about performance, complaints and lessons learned.
- Support residents to hold LRHA to account.

3. Openness, Accountability & Integrity

- Keep homes safe, compliant and well-maintained.
- Review complaints to improve services.
- Follow clear housing management standards.

4. Inclusion & Resident Focus

- Treat all residents fairly and respectfully.
- Encourage involvement from all backgrounds.
- Create pathways for residents who want to influence strategy or governance.

5. Health, Safety & Wellbeing

- Keep homes safe and meet compliance standards.
- Make it easy for residents to report concerns.
- Maintain and modernise homes, aiming for EPC C where viable.

10. Our Resident Engagement Commitment

10.1. Residents are our priority. We commit to listening, learning and improving based on resident feedback.

11. Value for Money

11.1. Effective engagement helps us get things right first time, reduce waste, and deliver services that genuinely meet residents’ needs. When colleagues feel valued and engaged, we retain skills and reduce costs.

12. Risk

12.1. Good engagement reduces risks such as:

- Services not meeting residents’ needs.
- Reputational damage.
- Difficulty attracting and retaining staff.
- Failing to meet regulatory requirements.

13. Benefits for Residents and Communities

13.1. Residents benefit through:

- Better, more responsive services.
- Opportunities to gain skills and experience.
- Stronger communities and reduced anti-social behaviour.
- Through the Together with Tenants Charter, we commit to transparency, collaboration and accountability.

14. Environmental Impact

14.1. This strategy helps residents live sustainably and supports LRHA's aim to reduce carbon emissions. We will communicate environmental actions clearly and practically.

15. Measuring Success

15.1. We will measure progress through:

- Resident scrutiny and feedback.
- Tenant Satisfaction Measures.
- Property inspections and service improvements.
- Increased engagement and diverse representation.
- Evidence of learning from complaints.

16. Equality and Diversity

16.1. We treat all residents fairly and make sure our services and processes are inclusive and accessible.

17. Monitoring Progress

17.1. The Board oversees this strategy, with the Operations Committee receiving updates twice a year.

17.2. The Head of Operations manages day-to-day delivery.

18. Conclusion

18.1. This strategy demonstrates LRHA's commitment to meaningful resident involvement at all levels. All colleagues, residents and partners are expected to work in line with these principles.

19. Associated Documents/ Policies

19.1. This strategy should be read in conjunction with:

- Anti-Social Behaviour Policy
- Complaints Policy and Handbook
- Digital/ICT Strategy (in development)
- Equality, Diversity, and Inclusion Policy
- Operational Plan
- Resident Communication Improvement Plan
- Together with Tenants Charter
- Unacceptable Behaviour Policy

20. Review Mechanism

20.1. The strategy will be reviewed every three years and in the event of changes to our regulatory environment.

Document Control	
Document Title	Resident Voice and Improvement Strategy
Author	Chief Executive
Version	1.0
Release Date	March 2026
Next Review Date	March 2029
Document Type	Strategy
Reviewed By Audit & Risk	N/A
Reviewed by Operations	February 2026
Approved by the Board	March 2026
Approved by the MT	February 2026
EIA Completed (Where Required)	No
Resident Consultation (Where Appropriate)	Yes
Employee Handbook Amends (Where Appropriate)	No
External Consultation Required?	No

Appendix 1

Resident Voice & Service Improvement Action Plan (12–24 months)

Priority Area	Actions	Lead	Timescale	Measures of Success
Health, Safety & Compliance	Annual home safety checks; Publish compliance performance	Operations Team	Ongoing	100% compliance maintained
Complaints Learning	Quarterly review of themes; Share lessons learned with residents	Resident Engagement Team	Ongoing	Reduction in repeated issues
Reporting & Review	Twice-yearly Operations Committee updates; introduce Annual Resident Voice report	Resident Engagement Team	Year 1	Strategy progress demonstrated
Training & Capacity Building	Training for staff and engaged residents; Clear induction for Focus Group members	Resident Engagement Team	Year 1	Improved confidence & participation
Repairs & Maintenance Improvements	Co-review and design “Repairs Service Standard”; Improve appointment systems; Track satisfaction after every repair	Operations Team	Year 1	Repairs satisfaction improves; fewer repeat visits
Strengthen Resident Voice	Promote resident participation initiatives; Develop annual engagement calendar; Promote “You Said, We Did”	Resident Engagement Team	Year 1	Regular updates published
Improve Communication	Promote resident communication improvement plan; Publish quarterly service updates; Improve digital options	Communications Specialist	Year 1	Increased resident satisfaction; increased website engagement

Priority Area	Actions	Lead	Timescale	Measures of Success
Enhance Scrutiny	Introduce resident-led reviews (repairs, grounds maintenance, ASB, etc.); Publish performance pack	Operations / Resident Engagement Team / Resident Focus Group	Year 1–2	Scrutiny reports issued; service improvements recorded
Inclusion & Diversity	Targeted engagement for under-represented groups if practically possible	Resident Engagement Team	Year 1–2	Participation reflects resident base
Environmental & Community Projects	Promote energy saving; Support local community initiatives	Operations / Resident Engagement Team	Year 1–2	Improved EPC ratings; increased participation