Town & Country Housing
Peabody Group

Resident Engagement End of Year Impact Assessment

2025-2026

Welcome from the Resident Experience Committee

Good governance starts with listening well. For the Board and its Committees, this means understanding what residents are telling us, what matters most to them, and whether our actions are making a meaningful difference. The Resident Experience Committee, as the sub group of Board responsible for championing the resident voice, welcomes this End of Year Resident Engagement Impact Assessment as an opportunity to reflect on progress during 2025–2026 and show how residents have helped shape the way Town & Country Housing (TCH) listens, learns and acts.

This assessment brings together examples of how residents' experiences, views and ideas have shaped priorities, informed decisions and helped improve services. It demonstrates that engagement is not an isolated activity, but a vital part of how we understand resident experience, strengthen accountability and make better decisions.

Over the year, TCH has taken important steps to seek, understand and act on residents' views. The activity reflected in this assessment shows a genuine commitment to building trust, making sure residents can see how their voice matters, and working with them to shape practical action on the issues that affect their homes, services and communities.

This relies on a strong "One TCH" culture, with teams across the business working with residents listening and acting, responding and using resident insight to drive continuous improvement. Our organisation-wide golden thread, "Listen and act; take responsibility and follow through until it's resolved," reinforces this commitment and will help keep residents' views, priorities and needs at the heart of how services are delivered.

On behalf of the Resident Experience Committee, I would like to thank every resident who has contributed their time, experience and ideas, and every colleague who has worked to listen, respond and improve. Our ongoing responsibility is to build on this progress, to make ourselves accessible to those voices currently least represented or seldom heard from and to continually provide creative ways for residents to 'get involved', so that listening leads to visible action, learning and improvement across TCH.

Christine Turner
Chair, on behalf of the
Resident Experience Committee

This report looks back at resident engagement activity from April 2025 to March 2026. It reflects the wide range of ways residents have taken part, shows how their feedback has helped shape decisions and service improvements, and highlights the difference made through residents and TCH working together. However, it should be noted that this report does not focus on other resident voice mechanisms such as decisions driven by data from resident insight via Tenant Satisfaction Measures, satisfaction surveys or the complaints service.

Over the year, residents have played an important role in shaping priorities, improving services and strengthening accountability. The examples in this report show our continued commitment to listening to residents and using their insight to guide the way we work.

Resident Engagement Overview

2,383
Last financial year, we heard from 2,383 residents who contributed to one of our formal engagement opportunities.

606
took part through our regular membership-based resident engagement framework opportunities.

1,777
while 1,777 residents shared their views through one-off conversations and activities like focus groups and specialist consultation.

17.5%
Together, this represents 17.5% of all residents.

18%
Through the Corporate Strategy 2026–2028, we have committed to increasing the level of involvement year on year. At the end of year one of that strategy, we achvied 0.5% shy of our year two target of 18%.

This is a significant increase from the end of 2025, when 89 residents were involved in one of the framework activities. We are encouraged by this growth and the stronger resident voice it represents.

A snapshot of delivery across the year is:

- 2 x focus groups
- 1 x Scrutiny project
- 2 x TCH wide consultations
- 37 x resident meetings
- 13 x surveys
- 9 x training courses
- 14 x coaching sessions for involved residents
- 8 x high rise building safety resident meetings
- 3 x conversations with residents on professional boundaries at extra care communities

TCH has seen a surge in departments across the business striving to listen and act on the resident voice in the delivery of their work.

Clear examples include:

- **Asset Investment:** seeking what 'good' looks like in the procurement of a new heating and hot water service provider and speaking to Watersedge residents to understand what neighbourhood improvements they would like to see
- **Neighbourhood Management:** working with residents and contractors to oversee the management of the estate services and grounds maintenance service providers
- **Development:** delivering drop-in surgeries on Showfields Estate to support residents through the disruption of regeneration
- **Communications and PR:** working with residents in the Resident Survey Group and the Communication Group to produce and finalise a jargon buster
- **Contracts & Compliance with the Policy Team:** consulting residents on a new 'Balcony and Communal Area Fire Safety Policy'
- **People Team:** talking with residents to understand the best resident centric questions to ask potential new employees at interview. All interviews now include at least one of these questions. The People Team has also established the practice of involving residents in the interview process for some customer facing roles
- **Responsive Repairs:** surveying residents for their thoughts and comments on the draft Repairs Strategic Plan.

Highlights

Resident engagement has contributed to a number of continuous improvements during the year.

Procurement

In August 2025 we asked all residents in receipt of heating and hot water services what a good service would look like to them as we procured a new contract. We designed an approach that allowed every resident affected by the contract to influence the specification and subsequent evaluation. We asked residents:

- What excellent customer service looks like
- What behaviours they expect from operatives
- What their priorities are in terms of speed, response, communication, keeping appointments, and 'getting it right first time'
- How operatives should work with residents who have disabilities or additional needs
- How easy it is to heat their homes and the reasons behind efficiency concerns.

The responses to our survey directly informed the quality questions and weighting in the tender document and ensures that resident experiences are categorically linked to contractor performance. Looking forward to once the contract has been awarded, we have committed with the service area to holding focus groups at fixed points in the life of the new contract to ensure the contract is performing for the resident as intended.

This group will:

- Monitor customer-facing Key Performance Indicators (KPIs)
- Hold the contractor to account throughout the life of the contract
- Monitor service standards against the contractor code of conduct
- Ensure the resident experience is continuously improved
- Address issues highlighted in the survey and future data reports, such as appointment reliability, communication failures and delays.

Resident Voice Panel

Over the past year, the Resident Voice Panel (RVP) has quietly become an important part of how resident views feed into decisions.

Since the first meeting in March 2025, the panel has met regularly, giving members the chance to get involved at a strategic level and work with our Leadership Team. The Panel is made up of eight people, who are representative of the neighbourhoods and tenures we serve.

One member says

"I've been part of the panel myself, and what's stood out is that it's not just talk. We've had the chance to shape things that actually matter, from the Community Investment and Social Value Strategy through to the priorities in the new Resident Engagement Strategy for 2026–2028.

We've also been involved in recruitment, sitting on interview panels and helping shape the kinds of questions candidates are asked. It's a small thing on paper, but it makes a big difference in making sure the resident perspective is part of the process.

Along the way, there's been plenty of opportunity to learn as well. Training, webinars, and more recently some group coaching sessions have helped us work better together and build confidence as a panel".

Phill, RVP member.

Resident Scrutiny Panel

Established in 2013 and a long-standing success story, the panel has completed 15 reviews and has made 280 recommendations for service improvements to our Board during their lifetime. The panel are currently reviewing 'How TCH hears, listens, enables and acts on the resident voice' and will make their recommendations to Board in October 2026.

During the first half of the year, the panel conducted a review of housing management services and took nine service improvements to Board principally focussed on a review to bring the role back to basics to enable a more 'in-person' presence in local communities: leading to more visibility of TCH representatives in our neighbourhoods.

Find out more about the work of the Resident Scrutiny Panel via its webpage

Later Living Communities – Winter Warmers

TCH's "Winter Warmers" initiative, held in November 2025, proved to be a positive experience for both residents and volunteers. The focus was on checking in, via home visit, with older residents and seeing if they required any assistance. Those visited ranged from 70 – 99 years of age.

Volunteers, working in pairs, formed 37 teams and visited over 140 residents. 20 heated blankets were given to residents on the day and an additional 32 ordered for delivery following the visits. There were 100 repairs identified across 52 properties and 25 previously unreported damp and mould cases identified.

This outreach allowed us to meet residents face to face in their homes, ensure our data was up to date so that we know 'who is behind the door', and how to tailor services to individual and group needs and ensure residents have the support they need.

Tenancy and Money Support Service

In March 2025, the Resident Survey Group told us about awareness of and accessibility to our Tenancy and Money Support service. They told us:

- Only 17% of respondents had both heard of the service and knew what it was.
- 26% had heard of it but weren't sure what it offered.
- 57% hadn't heard of it at all.
- 91% said they would use the service if they had a need – only 2 people said they wouldn't.
- 74% of respondents didn't know there was support information available on our website.

Most found the website clear, but some said the information could be improved – especially around who can access the service and how to use it.

Despite regular mentions in newsletters and updates, it's clear that some residents are still unaware of the help available.

TCH responded by:

- Exploring new ways – with our Communication and PR team – to reach residents more effectively. We will review how the service is currently promoted and test new approaches, like focus groups, to see how we can connect with a wider audience
- Looking into whether information about the service – and how to access it – can be added to TCH's online portals. This is part of a bigger project, but we've asked to be involved when that review takes place
- Updating our website with clearer language to explain which tenures (such as shared owners and leaseholders) can access the service
- Requesting that the buttons linking to support services are moved higher up on the 'Your Home' page, so they're easier to spot.

Residents in Recruitment

The ambition to include residents more frequently in our recruitment process was initially raised in a Resident Scrutiny Panel review and was set out in the Resident Engagement Strategy 2023-2025.

To start turning that ambition into action we asked for a volunteer from our Resident Voice Panel to join the recruitment panel for our new Resident Engagement Officer role.

Feedback from this process told us that residents value the opportunity to be part of the recruitment panel for roles that were heavily resident focused. They also felt that all interviewees for all roles across TCH should be asked at least one question that reflects residents' views to understand if the candidate has the resident focus we expect.

Based on this feedback we asked our Resident Survey Group what questions they would want us to ask all interview candidates, and what they would expect the candidate's answer to be. Thirty-two residents from the group responded with their ideas.

These suggestions were reviewed by our People Team who drew up four suggestions for interview questions based on the survey group feedback. We ran these by our Resident Voice Panel to see what they thought.

Their feedback was that all four questions captured the resident voice, but that not all questions may be relevant for each role. The Panel agreed they would like it to be the decision of the recruiting manager to decide which one question (as a minimum) would be asked.

Where appropriate to the role, we will have a resident on our interviewing panels. And at all interviews we'll also be asking at least one of the four questions that we've developed with residents.

Later Living Communities – with Extra Care and Independent Living

The teams across all communities work closely with this resident group to ensure their voice can shape the services they receive where they live, but with the important additional role of engagement in this context building community and reducing isolation and loneliness. The team meet regularly with residents to seek their views on the communities and the way services are delivered, hold menu meetings to choose – in partnership with the caterer – what features on the menu, discuss quality of the food and feedback generally about the dining service.

In addition, community managers hold monthly estate inspections enabling residents to be part of the process in ensuring the community is a nice, safe, clean and enjoyable place to live. For those unable to attend, feedback is gathered via quarterly cleaning surveys. These activities allow us to monitor cleaning from both professional and resident perspectives and use that to contract manage the service.

Residents also shape the community activities they receive via consultation. These have run daily throughout the year and include excercise sessions, school visits, professional singers, bingo, coffee mornings, seasonal events and a gardening competition.

Community Investment

Throughout the year, 268 residents took part in Community Investment and Social Value engagement activities. This included conversations with residents in their communities, door-knocking initiatives, and a range of surveys conducted at different stages of community projects.

Highlights from the year include:

- At Ashbys Point, residents decided how social value funding would be invested to benefit their community, with the most popular proposals focusing on a range of communal area improvements.
- Residents from across Kent, Surrey and Sussex also contributed through surveys and a focus group exploring improvements to the community noticeboard. The group's feedback identified key changes to enhance the website's accessibility.
- In East Kent, 102 residents contributed to deciding how to improve a communal green space. The most popular suggestion was to introduce more trees and planting, and our charity partner, Communigrow, has delivered several community gardening days throughout the year to support residents to get involved in reshaping the space.

We also started work to set up a regular co-creation engagement group, providing residents with a greater opportunity to influence and shape future initiatives. The group's first meeting is planned for 2026.

Listening and Acting on the Leaseholder/Shared Owner voice

In December 2025, we invited a group of shared owners to take part in a focus group reviewing our Home User Guide (HUG). The guide is an important resource for new homeowners moving into homes provided by Love Living Homes, our commercial arm.

Seven residents generously shared their first-hand experiences, including what worked well, where information was confusing, and what would help people feel more confident when moving into a new home. Their honesty and practical suggestions have shaped a series of improvements we are now putting into action. We're also looking at how we can use their feedback to improve the info we share with all new Town & Country Housing residents.

Residents said that while the HUG is helpful, key details can be hard to find. Many wanted clearer guidance on reporting defects, understanding timelines and knowing who to contact for different issues.

Residents also asked for more practical advice – from basic home maintenance to saving energy and managing finances.

Several residents highlighted the value of information on what to do as a new homeowner, such as local amenities and who to contact for more information.

We've developed an action plan split into short, medium- and longer-term projects. Early updates will focus on clearer defect reporting, adding more information to our website and improving explanations around repairs, warranties and timelines.

This year, we'll also start redesigning parts of the guide to make it more visual and introduce QR codes to help residents access further information. We're exploring better building insurance communications, and fire door guidance.

Looking ahead, Love Living Homes is planning a full review and relaunch of the HUG, along with a brand-new handover pack for future residents. We will also be looking at new ways to connect with residents on a regular basis. We will also be taking lessons learned from this focus group to look at how we can improve the information that's provided to all new Town & Country Housing residents.

Watersedge Estate, Epsom

We delivered a door knocking project during December 2025 and January 2026 reaching out to residents to understand what they think their neighbourhood needs for them to always feel proud of where they live. Residents had previously told us that they like their homes, and they meet their needs (72%), enjoyed friendly neighbours (61%) and local amenities (59%) but at the same time, did not feel safe and secure in their neighbourhood (60%).

The Neighbourhood Team has been working closely with key partners via a police led project called Clear, Build, Hold. Our Asset Investment team has also been working hard to support people to feel safer in their homes/blocks by installing new communal front doors, repairing communal window handles, delivering internal decorations.

Conversation with residents and works continue into 2026 as we work together to understand how we can facilitate more activities for young people, eradicate fly tipping and together create a place people are always proud to call home.

Lessons learned from the door knocking will also be used to inform other door knocking projects in 2026/27.

The Cost of Engagement

During 2025-2026 TCH spent £40,734.60 on delivering and enabling resident engagement (excluding staffing costs).

The breakdown of this is:

£3,830.00
saying thank you to involved residents via vouchers,

£8,073.60
on training courses, coaching and personal development sessions to support engagement.

£28,831.00
delivering resident scrutiny.

Based on this spend; engagement cost per head of residents involved in formal groups is

£67.21
per resident.

Cost per total voices heard (2383 in 2025-2026) equates to

£17.09
per each voice heard during 2025-2026.

Across 13,000 homes delivering resident engagement in 2025-2026 cost each home

£3.13

The true cost of not delivering resident engagement weighs even greater. No longer is resident engagement an optional extra – it is a core investment in delivering safe, compliant and accountable social housing services. The true cost of failing to engage residents is increased regulatory risk, higher complaints, avoidable service failures and greater expenditure on resolving issues that could have been prevented.

In short to quote one of our engaged residents we're investing in

"better services, fewer mistakes and stronger trust"

Representation in the Resident Voice

Resident engagement activity has involved a diverse range of residents from across our communities, ensuring that a broad range of experiences and perspectives have informed our work.

A resident data project is underway to update the data we hold for all our resident population. The data we currently have available gives us a helpful starting point for understanding whose voices we are currently hearing through engagement activity.

While the information is not yet fully aligned across all resident profile categories, it has already enabled some early comparisons and will help us identify where future engagement can be more targeted and representative.

Of the 606 regularly involved residents with a framework activity we have:

Tenure – Involved residents:

Tenancy type	Involved residents	Percentage by involved resident	Total homes	Homes Percentage
Tenant	509	83.99%	9883	73.12%
Supported / Sheltered Housing	33	5.45%	817	6.04%
Shared Ownership	27	4.46%	1428	10.56%
Leaseholder	4	0.66%	896	6.63%
Market / intermediate Rent	33	5.45%	493	3.65%
Totals	606	100.00%	13517	100.00%

Gender

Gender	Involved Residents	IR %	Resident Population	RP %
Male	162	26.73%	15899	52.65%
Female	440	72.61%	13531	44.80%
Other	0	0.00%	13	0.04%
Transgender	0	0.00%	11	0.04%
Unavailable / no Data	0	0.00%	745	2.47%
Unspecified	4	0.66%	1	0.00%
Totals	606	100.00%	30200	100.00%

Age

Age Range	Involved Residents	IR %	Resident Population	RP %
18-40	181	29.87%	10040	41.32%
41-60	271	44.72%	7308	30.07%
61-80	143	23.60%	4272	17.58%
80+	6	0.99%	823	3.39%
No Data / Unavailable	5	0.83%	1857	7.64%
Totals	606	100.00%	24300	100.00%

Ethnicity

Ethnic Group	Involved resident	IR %	Resident Population	RP %
White	448	73.93%	10619	35.16%
Asian or Asian British	10	1.65%	419	1.39%
Black or Black British	23	3.80%	277	0.92%
Mixed	8	1.32%	247	0.82%
Refused	7	1.16%	112	0.37%
Chinese or Other	3	0.50%	96	0.32%
Other Ethnic Group	4	0.66%	46	0.15%
No Data / Blank	103	17.00%	18384	60.87%
Totals	606	100.00%	30200	100.00%

Conclusion and looking forward

Working with engaged residents continues to play a vital role in helping us understand resident priorities and improve services. During 2025-2026, residents contributed valuable insight, challenged us to improve and helped deliver meaningful change across the organisation.

To drive forward the progress achieved this year, we have launched a new 2026/28 Resident Engagement Strategy which outlines our continued purpose to embed, enable, influence and evidence impact – ensuring that every resident has the opportunity, confidence and a suitable platform to shape the place they call home.

The strategy commits to deepening our understanding of who engages with us, proactively identifying groups whose voices are missing and implementing targeted and innovative approaches to reach residents who do not traditionally participate. Ensuring that engagement is representative of our wider resident base will be a core measure of success.

The strategy reconfirms the commitments made in its predecessor and illustrated by this impact assessment, while setting a clearer direction for the next phase of growth. We want to expand both the reach of engagement, to ensure that more residents are involved, and the impact of engagement, to ensure that involvement always leads to meaningful evidenced change.

The strategy marks the next stage in our journey: from building strong foundations to growth, from listening to acting, and from engagement as activity to engagement as a whole of organisation culture.

Most importantly, we would like to thank all residents who participated throughout the year. Their time, expertise and commitment have helped make a tangible difference to our communities and services.

To find out more about our
Resident Engagement opportunities:

Visit tch.org.uk/get-involved
Email getinvolved@tch.org.uk
Call 01892 501480 and ask for the Resident Engagement Team.

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