



Housing@21

# Resident Experience Strategy

2026 – 2028

Making a difference everyday

# Introduction

At Housing 21, our purpose is simple: to help older people live well, with dignity and autonomy, through quality housing, care and support. We put residents at the centre of everything we do by listening, responding and continually improving our services.

Our devolved model is key, with local managers who know their communities and ensure local needs are met. This approach helps us maintain personalised service delivery and high resident satisfaction. Residents tell us they feel safe in their homes and value the ongoing investment in keeping properties well maintained.

Our 2025 Tenant Satisfaction Measures (TSM) survey showed 91 per cent overall satisfaction, reflecting improvements to core services, stronger local management and a greater focus on acting on resident feedback.



**91%**

**Overall Resident Satisfaction**

**2025 Tenant Satisfaction Measures Survey**

## Housing 21 Resident Experience Strategy

Resident engagement has strengthened, with groups that now offer more meaningful involvement across tenures. These groups are already shaping service standards, communications, complaints handling and policy, helping residents feel valued and heard. We will continue to grow this area as it remains central to delivering quality services.

While our devolved model offers many benefits, we recognise that satisfaction and service delivery can vary. To ensure consistent, high quality services for all residents, we have introduced a co-produced Resident Experience Strategy.



## Housing 21 Resident Experience Strategy

Developed with resident input, including TSM survey results, complaints data and engagement from local teams, the strategy builds on our strong foundations while responding to today's regulatory expectations and resident needs. It sets out how we will involve residents, listen to their views and act on what matters most to them.

By doing so, we aim to deliver personal, respectful and responsive services that support more older people to live well in their homes and communities.



**Kris Peach**

Housing 21's  
Chief Operations Officer



# Housing 21 in numbers



Guiding principles

- 21
- Better
- Experience



**24,200+**  
Properties owned/managed



**4,200+**  
Employees



Governance rating



Viability rating



Consumer rating



**Pet-friendly**

Organisation

**62**

Years' experience



**220+**

Local authority areas



Not-for-profit organisation

**91%**

Overall resident satisfaction  
(Extra Care and Retirement Living combined)

2025/2026 Tenant Satisfaction Measures



Develop **400**

New homes per annum



**100%**

Of properties meet the Decent Homes Standard

**48,000**

Hours of in-house care provided each week (Extra Care)

**£41.1m**

Invested in stock improvement work  
2025/2026



**82%**

Overall employee satisfaction  
2025 employee survey



Retirement Living



Extra Care

**INVESTORS IN PEOPLE®**  
We invest in wellbeing Gold

**INVESTORS IN PEOPLE®**  
We invest in people Platinum

# Housing 21 strategic framework

The strategy is aligned to Housing 21's Strategic Framework which sets out the drivers, enablers and ambitions that underpin our objective of achieving 95 per cent resident satisfaction. This ensures that residents are considered in every decision we make.



**Key:**

- Core Focus
- Strategic Drivers
- Essential Enablers
- Ambitions

# Our strategic priorities for resident experience

The strategy is built around four key priorities identified by residents; each designed to improve day-to-day experiences and deliver clear benefits:



**Quality and consistency**



**Communication and engagement**



**Knowing our residents**



**Living well**



# Quality and consistency

Delivering consistently high quality services is essential to maintaining strong resident satisfaction. While our onsite, devolved model is a real strength, feedback shows that the resident experience often depends on the support and consistency of local managers.





## Quality and consistency

To build on what works well, we will strengthen induction and training for all local managers, ensuring they understand their scheme, their residents and the services they are responsible for. Regional teams will also work with residents to co create clear, simple service standards that reflect what matters most to them.

These standards will set out exactly what residents can expect from Housing 21 and will help build trust by making our promises visible, measurable and transparent. By focusing on quality standards and investing in the people who deliver them, we aim to ensure every resident feels heard, supported and respected.





## Quality and consistency

### How we will achieve this

- Co create new service standards with residents, reflecting their priorities and reviewed regularly using ongoing feedback.
- Embed the standards into performance, recognition and accountability systems, supported by clear measures.
- Strengthen local manager induction and refresher training to ensure employees understand resident needs, buildings and services.
- Review and enhance the devolved model, giving local teams the support and tools to respond quickly and consistently.
- Invest in training and recruitment to build a skilled, values driven workforce that reflects and supports our communities.
- Set clear expectations for satisfaction and performance across all schemes and monitor progress to ensure consistently high quality services.



# Communication and engagement

Strong communication and meaningful engagement are essential to delivering safe, high quality homes and services. By improving how we communicate and involve residents, we will ensure everyone feels informed, supported and confident living in a Housing 21 scheme or village.





## Communication and engagement

Clear, accessible information helps residents know what to expect, who to contact and how to get help, especially when reporting repairs, managing rent or service charges, raising concerns or understanding changes to services. Early, open communication also helps resolve issues quickly and builds trust.

Engagement is just as important. We will offer a variety of ways for residents to share their views, ensuring everyone has a voice and can influence the services they receive. Complaints and feedback will be treated as opportunities to learn and improve.

By prioritising communication and engagement, we aim to strengthen relationships, build trust and make sure our decisions reflect what residents value most.





## Communication and engagement

### How we will we achieve this

- Develop clear, consistent communication journeys from first enquiry to moving out.
- Use residents' communication preferences to personalise how we share information.
- Improve all communication channels to ensure updates are timely, accurate and easy to understand.
- Prepare for new Social Tenant Access to Information requirements (STAIRs), making information easy to find.
- Refresh and relaunch resident engagement groups, ensuring diverse participation and transparent feedback.





## Communication and engagement

- Treat feedback and complaints as opportunities for improvement, sharing anonymised case studies to show impact.
- Provide regular updates, such as quarterly “You Said, We Listened” sessions, to demonstrate action and accountability.
- Support residents to build digital skills, ensuring online engagement is accessible and inclusive.





# Knowing our residents

Understanding our residents is key to delivering personalised, responsive services and involving people more in the decisions that affect their homes and communities. By improving the information we collect, and how we use it, we can better meet individual needs and continually enhance our services.





## Knowing our residents

Everyone is different, and knowing residents well helps us to:

- Offer the right support at the right time.
- Tailor and improve services.
- Respect individuality.
- Understand vulnerabilities and respond appropriately.
- Plan for the future.
- Create more meaningful engagement.

We know some residents are cautious about sharing personal or sensitive information. We will work closely with residents to explain clearly how their data is used and build trust in how we collect and manage information.





## Knowing our residents

### How we will achieve this

- Campaigns to strengthen resident records, including support needs and vulnerabilities.
- Explain why this information matters and how it helps us improve services.
- Use resident data and feedback to create insight reports, action plans and priorities at local and national levels.
- Analyse Tenant Satisfaction Measures and other feedback by scheme to ensure services meet local needs.
- Provide ongoing employee training so teams can recognise and support the diverse needs and aspirations of our residents.





# Living well

We want every resident to feel safe, independent and connected, not just housed but supported to live well. Wellbeing is shaped by many factors, so we tailor our services to meet individual needs, from affordability and mobility to social connection and access to support.





## Living well

Digital inclusion is an important part of this. Helping more residents get online will improve access to information, services and opportunities to stay connected.

We also know how important it is for residents to manage rent and household costs. We already provide benefits advice and financial support, but we will do more to make sure everyone knows what help is available and can access it easily.

We will continue to invest in safe, high quality homes, responsive repairs and inclusive communities. Residents will be listened to, involved in decisions and supported to build strong connections, or simply reassured that support is there when needed.

Our schemes play a vital role in their wider communities, and we will strengthen local partnerships to help residents live well now and in the future.





## Living well

### How we will achieve this

- Keep homes affordable with fair, regulated rents and transparent information about any changes.
- Review affordability measures and offer early, compassionate support to prevent rent arrears.
- Improve awareness of financial guidance and the benefits residents may be entitled to.
- Promote the benefits of getting online and support more residents to become digitally connected.
- Train local teams to spot and respond to issues such as isolation, mobility changes, mental health concerns, hoarding and domestic abuse.
- Review allocations and support new and existing residents to sustain tenancies, including help with aids and adaptations.



## Living well

- Continue funding resident led projects through the Residents Trust Fund.
- Strengthen our approach to anti social behaviour and hate crime, ensuring safe and inclusive environments.
- Analyse tenancy failures, take targeted action, and carry out annual People and Property visits to offer support and ensure homes remain safe.



# The benefits to residents

## What will be different?

Housing 21 continues to deliver safe, high quality homes with strong resident satisfaction. Many residents value the organisation's responsiveness and support. Feedback highlights opportunities to improve consistency, including:

- Clearer communication.
- Improved clarity on who to contact.
- More visibility on how feedback is acted upon.
- Opportunities to ensure engagement is more inclusive and tailor services to individual needs.

Our aim is to ensure every resident receives the same high standard of service, with clear communication, meaningful involvement and personalised support. By strengthening these areas, Housing 21 can move from good to excellent, ensuring every resident feels valued and supported and helping achieve the goal of 95 per cent resident satisfaction.

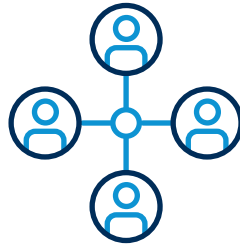


By delivering this strategy well, residents can expect:



## Clear communication and information

Residents get timely, easy to understand updates about their home and services. They'll know what's happening, who to contact and how to get support in a way that works for them.



## Involvement and influence

Residents have genuine opportunities to share their views and shape services. Feedback is listened to and leads to visible improvements and better decisions.



## Responsive and fair service delivery

Concerns and complaints are handled quickly and openly, with a fair outcome and clear communication throughout.



## Respect, dignity, and individual support

Every resident is treated as an individual, with their needs and circumstances understood. Support is tailored to promote independence, wellbeing and peace of mind.



## Safety, comfort, and community connection

Homes and services meet all legal and safety standards, and residents have opportunities to stay connected through activities and community engagement.



# Operating environment

Housing 21 works in a highly regulated and fast changing sector, with increasing national focus on the quality and safety of social housing. As a provider supporting older and vulnerable people, we are committed to not only meeting all legal and regulatory requirements but ensuring every resident lives in a safe, high quality home and is treated with dignity, respect and fairness.

New Consumer Standards from the Regulator of Social Housing strengthen expectations around four key areas:



**1 Safety and Quality**



**2 Transparency, Influence and Accountability**



**3 Neighbourhood and Community**



**4 Tenant Involvement and Empowerment**



## Housing 21 Resident Experience Strategy

In 2025, Awaab's Law introduced strict timescales for tackling serious damp, mould and other urgent health hazards, with further protections being added in 2026.

Housing 21 welcomes these changes. They reinforce the importance of listening to residents, acting quickly on concerns, sharing clear information and understanding individual needs and vulnerabilities. Our Resident Experience Strategy is designed to meet, and exceed these expectations, ensuring residents continue to feel safe, supported and heard in their homes.



# Oversight and governance

The Resident Experience Strategy will be monitored across Housing 21 to ensure it delivers real impact. Resident forums, the Director Leadership Team and Board Committees will all play an active role in reviewing progress and shaping future improvements.



A detailed action plan will set out how we will meet the strategy's goals and how success will be measured. Quarterly progress reports will track achievements and keep the work on schedule.



To strengthen accountability, we will also carry out an audit at the end of the first year to assess how well the strategy has been implemented and the difference it is making for residents.



# Get involved

## We'd love to hear from you!

We want to work with you to:

- Shape and improve our services
- Hold us to account and help us do better

There are lots of easy ways to take part, from quick surveys to joining panels or attending events. Getting involved is a great opportunity to meet new people, learn new skills and use your experiences to make a difference for others.

We'll make sure activities fit around your life, and we'll cover any out of pocket expenses. Help and support are also available if you'd like it.

“The features of the resident experience strategy are the bedrock of good customer service. A tailor-made response to individual resident circumstances enhances wellbeing and gives the option of independence.”

**Janet, Retirement Living resident,  
Bedfordshire**

Find out more at:

**[www.housing21.org.uk/residents/living-with-us/resident-information/get-involved/](http://www.housing21.org.uk/residents/living-with-us/resident-information/get-involved/)**

Or you can get in touch with us directly at:  
**[engagement@housing21.org.uk](mailto:engagement@housing21.org.uk)**

# Resident testimonials

“We all have a voice, but it’s only heard when we use the opportunities available to us, whether that’s joining a group or completing the annual resident survey.

I’ve already been able to comment on a policy document, and I’m excited to get involved in more ways to influence services.

Your voice matters just as much as mine. I encourage other residents to join in, be the change you want to see.”

## **Sarah, Extra Care resident, Coventry**

“I’ve always been interested in what goes on and how organisations are run. I’ve also always said it’s the responsibility of people like me, who have got a voice and who can speak up, to speak out on behalf of those who can’t or don’t know how.

A lot of people don’t fully understand Extra Care. I would like to broaden their understanding of what the benefits Extra Care are; what it really means for people, who those people are and how it can help them.”

## **Ian, Extra Care resident, Kent**



# Supporting strategies

The success of this strategy is also underpinned and reinforced by strategies and workplans from across Housing 21:

- **The Housing 21 strategy** — our core purpose and long term commitment to high quality homes with support or care where needed.
- **Compliance and safety strategy** — how we meet legal and regulatory requirements and keep homes safe.
- **Asset management and investment strategy** — how we maintain and invest in properties to keep them high quality and fit for the future.
- **Health and safety strategy** — how we manage risks to protect residents, employees and visitors.
- **Respect and inclusion strategy** — developing a skilled, values led workforce to deliver excellent services.
- **People and culture strategy** — focuses on developing a skilled, values-led workforce that is equipped to deliver high-quality services to residents.

- **Marketing and communications strategy** — ensuring people understand who we are and what we offer.
- **IT and business systems strategy** — providing the digital tools and connectivity needed for great services and a better digital experience for residents.
- **Operations strategy** — priorities across Extra Care and Retirement Living focused on resident satisfaction and service quality.



To find out more visit our website or email: [engagement@housing21.org.uk](mailto:engagement@housing21.org.uk)





## Making a difference everyday

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