

Cheltenham Borough Council

Cabinet – 16 September 2025

Tenant and Leaseholder Voice Plan

Accountable member:

Cllr Flo Clucas, Cabinet Member for Housing and Customer Services

Accountable officer:

Caroline Walker, Director of Housing, Customer Services and Communities

Key Decision: No

Executive summary:

The Tenant and Leaseholder Voice Plan 2025–2028 outlines Cheltenham Borough Council's renewed commitment to placing tenant and leaseholder voices at the heart of housing services. Recognising the vital role that resident feedback plays in improving service delivery, this plan introduces a comprehensive and inclusive approach to engagement.

The plan aims to empower residents by creating more opportunities for participation, ensuring inclusivity, and demonstrating how resident input directly influences decisions.

Delivery of the plan will ensure compliance with the **Regulator of Social Housing** consumer standards (Transparency, Influence and Accountability standard).

Recommendations: That Cabinet:

- 1. recommends that the Council adopts the Tenant Voice Plan**
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1. Implications**1.1 Financial, Property and Asset implications**

There are no implications

1.2 Legal implications

There are no implications

1.3 Environmental and climate change implications

There are no implications

1.4 Corporate Plan Priorities

This report contributes to the following Corporate Plan Priorities:

- Quality homes, safe and strong communities
- Reducing inequalities, supporting better outcomes

1.5 Corporate Plan Priorities

This report contributes to the following Corporate Plan Priorities:

- Reducing inequalities, supporting better outcomes

1.6 Equality, Diversity and Inclusion Implications

Please see attached Equality Impact assessment

1.7 Performance management – monitoring and review

Progress will be assessed by:

- The number and diversity of residents taking part.
 - Satisfaction scores and reduced complaints.
 - Tangible changes to policy and services driven by resident input.
 - Clear, consistent communication and transparency around decisions.
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1.1. Planned Actions (2025–2028)

The plan includes:

- Involving residents in strategy development and service reviews.
- Expanding youth and older residents' forums.
- Developing leaseholder engagement and improving handbooks.
- Launching a new Social Responsibility Panel to guide community investment.
- Strengthening ties with organisations that support underrepresented groups.

1.2 Approach to Engagement

Residents will be able to get involved at three levels:

- **Shape:** Help influence day-to-day decisions and service design.
- **Engage:** Take part in activities, surveys, and community discussions.
- **Scrutiny:** Join formal panels that review services and shape strategies.

1.3 Key Priorities

1. **Empowerment** – Enabling residents to lead and have real influence.
2. **Inclusion** – Making it easy for everyone to take part.
3. **Communities** – Strengthening on-the-ground relationships.
4. **Improvement** – Using feedback to enhance services continuously.

2. Key risks

- 2.1 Failure to comply with this plan could lead to several failings by the housing service, including regulatory non-compliance, poor tenant satisfaction, increased complaints and service failings, and inequality in our engagement structure, and missed opportunities for service improvement.

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Appendices:

- i. Risk Assessment
- ii. Tenant Voice Plan
- iii. Equality Impact Assessment

Appendix 1: Risk Assessment

Risk ref	Risk description	Risk owner	Impact score (1-5)	Likelihood score (1-5)	Initial raw risk score (1 - 25)	Risk response	Controls / Mitigating actions	Control / Action owner	Deadline for controls/ actions
1	Council are required to have a Tenant Voice plan in place to ensure tenants views are taken into account in the delivery of services. This is a legal requirement (Regulator for Social Housing Consumer Standards)	Director of Housing , Customer Services and Communities	2	3	5	Reduce	Delivery of this plan should reduce this risk	Director of Housing , Customer Services and Communities	September 2025

