

Summary of Tenant And Leaseholder Engagement Strategy Online Survey Responses

Below is a summary for each question followed by ideas on how further enhance the overall strategy based on the collected feedback.

Section 1: Online Survey

Question 1: Clarity and Ease of Understanding

- **Question:** “Did you find the document clear and easy to understand? If no, what do you think should be changed or improved?”
- **Responses:**
 - **Yes:** 80.0%
 - **No:** 20.0%
 - **Comments:**
 - Less management speak, keep it simple.
 - Keep it simple, liked that it wasn't too long.
 - Less corporate waffle, more detail on structure and appointment prices of TEG
 - Actions speak louder than words, strategies mean nothing unless they are followed. Felt it was just words.
 - Would like a summarised version of the strategy
 - Felt it was too long and there were repeated words and overlapping of sections.

The high percentage of understanding the strategy in its current format is promising. However, the comments from the 20% who found it unclear suggested making the language simpler and wanted strong implementation of the strategy.

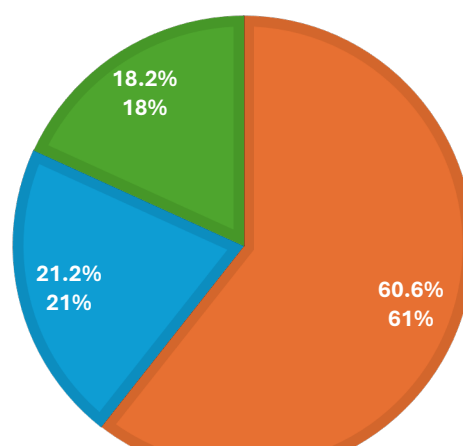
Question 2: Identifying the Respondents

Question: “Are you a tenant or leaseholder of Guildford ...?”

- **Responses:**
 - **Tenant:** 60.6%
 - **Leaseholder:** 21.2%
 - **Other (please specify):** 18.2%

■ Tenant ■ Leaseholder ■ Other (please specify):

ARE YOU A TENANT OR LEASEHOLDER OF GUILDFORD BOROUGH COUNCIL?



Question 3: General Agreement with Priorities

Focusing on one of the key focus areas at a time, we asked respondents to rate on a scale of Agree to Disagree.

Question: “Priority 7: Improve Communication and Interaction.

Provide clearer updates on housing services using different communication channels

Improve how we listen to and act on resident feedback

Make it easier to report issues and receive updates

- **Responses:**

- **Agree:** 34.4% (11 responses)
- **Somewhat agree:** 31.3% (10 responses)
- **Neither agree nor disagree:** 12.5% (4 responses)
- **Somewhat disagree:** 6.3% (2 responses)
- **Disagree:** 15.6% (5 responses)

The additional feedback demonstrates a clear message: tenants and leaseholders want honest, human, and accountable communication. Many of the systems exist already, but they’re not functioning well and the result is a breakdown in trust. The strategy must focus on real delivery, not just promises.

Question 4: Priority 2 – Strengthen Engagement and Participation

Question: Priority 2: Strengthen Engagement, Participation

- Increase resident involvement in decision-making panels
- Hold more workshops and meetings for residents
- Provide better support for tenants to scrutinise council services

Responses:

- **Agree:** 40.6% (13 responses)
- **Somewhat agree:** 21.9% (7 responses)
- **Neither agree nor disagree:** 15.6% (5 responses)
- **Somewhat disagree:** 9.4% (3 responses)

- **Disagree:** 12.5% (4 responses)

Follow up on what else could the council do to strengthen engagement and participation with residents showed engagement must be accessible, honest, and followed through with action. GBC needs to remove barriers to participation, treat lived experience as expertise, and build trust by listening and responding meaningfully.

Question 5: Priority 3 – Community Support

Question: Priority 3: Create and Support Thriving Communities

- Improve estate maintenance, including communal areas and green spaces
- Increase resident-led projects to improve the local environment
- Organise more community events and activities
- **Responses:**
 - **Agree:** 34.4% (11 responses)
 - **Somewhat agree:** 28.1% (9 responses)
 - **Neither agree nor disagree:** 18.8% (6 responses)
 - **Somewhat disagree:** 6.3% (2 responses)
 - **Disagree:** 12.5% (4 responses)

Follow up on what else could the council do to strengthen community stated: communities thrive when they are empowered, listened to, and treated with dignity. Residents don't just want investment, they want genuine partnership, equal footing, and respect for the diversity of needs in their neighbourhoods.

Question 6: Priority 4 – Respect and Collaboration Culture

- **Question:** "Priority 4: Build a Culture of Respect and Collaboration"
 - Ensure staff receive training in active listening and respectful communication
 - Increase opportunities for direct resident-staff engagement
 - Improve transparency in decision-making
- **Responses:**
 - **Agree:** 43.8% (14 responses)
 - **Somewhat agree:** 18.8% (6 responses)
 - **Neither agree nor disagree:** 15.6% (5 responses)
 - **Somewhat disagree:** 6.3% (2 responses)

- **Disagree:** 12.5% (4 responses)

Follow-on feedback points out residents don't want perfection, they want to be heard, treated with dignity, and included in shaping the communities they live in.

Respect and collaboration will grow not from policies alone, but from behaviours, accountability, and everyday interactions.

Question 7: Priority 5 – Scrutiny and Accountability

Question: "Priority 5: Strengthen Scrutiny and Accountability"

- Publish regular reports on housing performance and resident satisfaction
- Give residents more power to challenge and influence council decisions
- Ensure all complaints are handled fairly and transparently

- **Responses:**

- **Agree:** 50.0% (16 responses)
- **Somewhat agree:** 15.6% (5 responses)
- **Neither agree nor disagree:** 18.8% (6 responses)
- **Somewhat disagree:** 6.3% (2 responses)
- **Disagree:** 12.5% (3 responses)

Follow up on what else could the council do to strengthen engagement and participation with residents:

The feedback highlights that accountability cannot be performative. Residents, especially vulnerable ones, are saying:

"We're not asking to be right, we're asking to be respected, heard, and included in the system."

Scrutiny and accountability won't be strengthened until the processes are transparent, fair, independently monitored, and designed to include those who struggle the most to engage.

Question 8: Resident's Voice Section

Question: "Do you agree with the section 'Resident's Voice"

Complaints Handling

Resident Involvement

Communication and Customer Service

Repairs and Maintenance

Communal Area Maintenance

- **Responses:**

- **Agree:** 37.5% (12 responses)
- **Somewhat agree:** 25.0% (8 responses)
- **Neither agree nor disagree:** 21.9% (7 responses)
- **Somewhat disagree:** 9.4% (3 responses)
- **Disagree:** 6.3% (2 responses)

Additional feedback showed the resident's voice must be embedded in everyday service delivery, not just in documents and consultations. It starts with fixing what's broken, creating space for real communication, and supporting those most at risk of being excluded.

Question 9: Barriers to Involvement

Question: "Are there any barriers or challenges you face (multiple choice)"

- **Responses:**
 - **I don't have enough time:** 9.4% (3 responses)
 - **I don't know how to get involved:** 15.6% (5 responses)
 - **I don't feel that my views will make a difference:** 43.8% (14 responses)
 - **I have had negative experiences in the past:** 46.9% (15 responses)
 - **I don't feel confident speaking in meetings or groups:** 9.4% (3 responses)
 - **I prefer not to engage with the council:** 0%
 - **Information is not accessible (e.g., too complex, not in my preferred language):** 6.3% (2 responses)
 - **I have limited internet access or digital skills:** 0%
 - **I find it difficult to attend in-person meetings/events:** 31.3% (10 responses)
 - **I need support with transport or mobility issues:** 3.1% (1 responses)
 - **I need childcare or carer support to attend meetings:** 3.1% (responses)
 - **I am not aware of any engagement opportunities:** 31.3% (10 responses)
 - **No, I would be able to engage with housing services if I wanted to:** 12.5% (4 responses)
 - **Other (please specify)** 25% (8 responses):

A significant barrier is the perception that one's views won't have an impact. This feedback is critical; it highlights a need to strengthen the feedback loop and demonstrate how responses translate into actionable changes.

Section 2: To improve the strategy

Improving Communication & Accessibility:

- Use clear, jargon-free, and easy-to-read language in all written communication (avoid "council speak").
- Provide digital and non-digital options to access services and participate in consultations.
- Share headline performance updates using graphics, images, and accessible summaries.
- Communicate with residents regularly and transparently on housing performance and strategy progress.
- Improve accessible translation of documents for those who don't speak English as a first language.
- Publish regular housing performance reports in a clear and non-manipulated way.
- Develop multiple accessible formats of communication to include those with disabilities or neurodiverse needs.

Improving Complaints & Accountability

- Set up an independent, third-party complaints body to uphold the law and ensure staff are held accountable.
- Provide clear processes for how complaints will be resolved and what follow-up actions are taken.
- Make the complaints process accessible for tenants with complex needs, including communication barriers and disabilities.
- Ensure complaints processes don't re-traumatise or punish tenants, especially the vulnerable.
- Clarify how compensation or resolution will be handled when complaints are upheld.
- Improve staff training around complaints and dealing with residents respectfully and lawfully.
- Treat leaseholders equally when it comes to complaint handling and service access.

Tenant Voice, Influence & Engagement

- Ensure all tenants (not just select groups) are consulted on strategy, changes, and services.
- Provide clear examples of how tenants can challenge and influence decisions.
- Increase transparency in consultations, allowing for more than yes/no answers and avoiding biased framing.
- Encourage residents to report staff experiences, with systems in place to protect and support them.

- Publish staff performance data and create transparent feedback loops.
- Improve resident empowerment by making systems easy to navigate, accessible, and responsive.

Accessibility for Vulnerable and Disabled Residents

- Acknowledge that vulnerability takes many forms, including physical, mental, and neurodivergent conditions.
- Don't assume one communication method works for all, offer alternatives and support early to avoid escalations.
- Recognise that disabled tenants may be unable to follow certain directives (e.g., moving furniture for inspections).
- Provide appropriate advocacy services to support complex or unsupported tenants.
- Remove barriers to involvement by tailoring engagement tools and offering stability and support first.
- Respect tenants' need for privacy and independence, not all disabled people want constant in-person support.
- Improve outdoor accessibility for those with mobility issues or sensory processing differences.

Service Standards & Culture

- Focus on doing the basics well, clear communication, timely repairs, respectful interactions.
- Shift from tick-box exercises to real action that leads to tangible improvement.
- Increase officer visibility in neighbourhoods.
- Improve internal infrastructure and responsiveness, too much time is given chasing the council.
- Build a culture of empathy, transparency, and accountability, especially for those with lived experience of marginalisation.

You can find the final version of the Tenant and Leaseholder Engagement Strategy that this survey helped influence and shape here: [Tenant and Leaseholder Engagement - Guildford Borough Council](#)