

Report to	Housing Advisory Board
Date	19/11/2025
Agenda No. & Title	Knowing Our Tenants report 2025
Purpose of the Report	This report provides a comprehensive overview of tenant demographics, needs, and engagement across the borough. It identifies gaps in data, highlights risks to service delivery, and outlines strategic actions to improve tenant experience, data quality, and compliance with Consumer Standards 2024.
Status	For information
Author	Claire Rogan
Report Contact	Claire Rogan Head of Performance Improvement and Assurance
Appendices	Knowing Our Tenants Annual Report
Background Documents	Nomis Census Area Profile 2021
Recommendation/s	<p><b>Improve Data Quality and Completeness</b></p> <ul style="list-style-type: none"> <li>• Cleanse and integrate tenant data across systems.</li> <li>• Embed consistent data collection protocols at all tenant interaction points.</li> <li>• Launch targeted campaigns to fill gaps in language, disability, and communication preferences.</li> </ul> <p><b>Enhance Housing Management System</b></p> <ul style="list-style-type: none"> <li>• Upgrade the QL system to improve usability and data accuracy.</li> <li>• Train staff on data entry and cleansing practices.</li> </ul> <p><b>Establish a Robust Data Management Framework</b></p> <ul style="list-style-type: none"> <li>• Develop a framework based on Knowledge and Information Management (KIM) principles.</li> <li>• Define clear roles, processes, and accountability for data governance.</li> </ul> <p><b>Support Vulnerable Tenants</b></p> <ul style="list-style-type: none"> <li>• Create and implement a Vulnerable Tenants Policy.</li> <li>• Ensure tailored procedures and services are in place for those with additional needs.</li> </ul> <p><b>Improve Tenancy Engagement</b></p> <ul style="list-style-type: none"> <li>• Increase the number and success rate of tenancy visits.</li> <li>• Use multilingual and accessible communication methods.</li> </ul>

	<p><b>Expand Digital Inclusion</b></p> <ul style="list-style-type: none"> <li>• Continue digital skills programmes and device provision.</li> <li>• Triangulate digital exclusion data with communication preferences to ensure inclusive service delivery.</li> </ul> <p><b>Strengthen Accessibility and Safety Alerts</b></p> <ul style="list-style-type: none"> <li>• Regularly review and update Do Not Visit Alone (DNVA) and tailored service alerts.</li> <li>• Ensure compliance with GDPR and safeguarding responsibilities.</li> </ul> <p><b>Tailor Communication Approaches</b></p> <ul style="list-style-type: none"> <li>• Assess literacy and comprehension needs.</li> <li>• Personalise communication formats to improve understanding and engagement.</li> </ul> <p><b>Conduct Holistic Needs Assessments</b></p> <ul style="list-style-type: none"> <li>• Integrate assessments at sign-up and annual reviews.</li> <li>• Capture employment status, household composition, and financial vulnerability.</li> </ul>
Corporate Plan Objective	<p><input checked="" type="checkbox"/> <b>Satisfied Tenants</b></p> <p><input checked="" type="checkbox"/> <b>Quality Homes</b></p> <p><input type="checkbox"/> <b>United Communities</b></p>
Risk Implications	<p>The report highlights risks to service delivery, tenant satisfaction, and regulatory compliance due to incomplete and inconsistent tenant data. Key gaps in language preferences, disability status, communication methods, and digital access limit our ability to deliver equitable and responsive services. These deficiencies increase the likelihood of tenant dissatisfaction and complaints, particularly where needs are unmet or communication fails. Inaccurate or outdated safety alerts and poor data governance also pose reputational and legal risks, including potential breaches of GDPR and the Consumer Standards 2024. These issues align with themes in Housing Ombudsman Service enquiries.</p>
Mitigations/Controls	<p>Strategic actions include data cleansing, improved system usage, tailored services, and enhanced engagement. A Vulnerable Tenants Policy and digital inclusion initiatives are proposed.</p>
Financial and Value for money	<p>N/A</p>

implications	
Regulatory/ governance and legal implications	The report supports compliance with Consumer Standards 2024. The strategical actions and the action tracker highlight the action we must take to comply.
Assets and Liabilities	N/A
Resource Implications	N/A
Customer Impact	The report highlights how tenant data, when complete and accurate can shape more inclusive, accessible, and responsive services. By identifying gaps in communication preferences, digital access, disability status, and literacy, the report highlights the importance of tailoring services to individual circumstances. Improved data practices will enhance transparency, reduce barriers to engagement, and ensure tenants feel heard and supported. Ultimately, this will help build trust, reduce complaints, and improve satisfaction across the tenant base.
EDI Implications	The report helps identify underrepresented groups and supports more inclusive service design.
Sustainability and Environmental Implications	There are no sustainability or environmental impacts of this report.
Privacy/Data Protection	All data used for this report has been anonymised
Colleague Impact	Improving data collection and management will require ongoing system training, data management processes and KPI's to monitor the effectiveness. This will support all staff and improve service delivery.
Stakeholder Communications and Reputational Impact	This document will be shared at HAB and Bury Council Housing leadership team.
Next Steps	To monitor progress against the strategical aims and actions noted in the report.

